E/1992/29
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UNITED NATIONS CHILDREN'S FUND

REPORT OF THE EXECUTIVE BOARD

(15-26 June 1992)

ECONOMIC AND SOCIAL COUNCIL

OFFICIAL RECORDS, 1992

SUPPLEMENT No. 9

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NOTE

Symbols of United Nations documents are composed of capital letters combined with figures.

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SUMMARY

In accordance with Economic and Social Council resolutions 1988/77 and 1989/114 on the revitalization of the work of the Council, the Executive Board of the United Nations Children's Fund (UNICEF) wishes to highlight the recommendations made and decisions adopted at its 1992 regular session.

The Executive Board, in a decision on follow-up to the World Summit for Children (decision 1992/13), welcomed the initiatives taken by all States to expedite the implementation of national programmes of action and other follow-up measures. The Board also invited all States to re-examine their national budgets with a view to increasing the relative share allocated for the fulfilment of the goals of the Summit, and recommended that the Economic and Social Council and the General Assembly give appropriate priority to the review of progress on follow-up to the Summit in accordance with General Assembly resolution 45/217 of 21 December 1990.

The Executive Board invited all States to observe each year, on 20 November (the date on which the General Assembly adopted the Convention on the Rights of the Child) or on the day they consider appropriate, Universal Children's Day, with special emphasis on the promotion of the Convention (decision 1992/10).

In a decision on ensuring child survival, protection and development in Africa (decision 1992/21), the Executive Board reaffirmed the commitment of UNICEF to Africa as the region of highest priority at present and its commitment to assist those countries to fulfil the goals of the 1990s, as confirmed at the World Summit for Children. The Board requested UNICEF to undertake all possible measures to continue translating that priority into reality through, *inter alia*, increasing its fund-raising efforts for supplementary funding of programmes in Africa and strengthening national capacity for the purpose of sustainability.

Regarding UNICEF support to Bamako Initiative activities, the Board called upon UNICEF to continue to promote the community-focused approach to health sector development both within and beyond Africa, in close collaboration with the World Health Organization (WHO). UNICEF was requested to identify and study other successful examples of community-focused initiatives and to examine the potential for, and risks of, applying the community-focused approach to other sectors. In the context of the Bamako Initiative, the Board called for further elaboration of the UNICEF health strategy (decision 1992/22).

The Board reiterated the interlinkage of children, environment and development and emphasized the need for a human-centred, poverty-alleviating approach to sustainable development, with a specific focus on "primary environmental care" at the community level, raising of awareness among children and youth for their involvement in practical environmental action, and strengthening of existing and new types of partnership in this area (decision 1992/31).

Concerning Central and Eastern Europe, the Baltic States and the Commonwealth of Independent States (CIS), the Board requested the Executive Director to undertake activities to address, in an integrated manner, the specific problems of children and women in the countries concerned, in close cooperation with the relevant organizations of the United Nations. The Executive Director was also requested to submit to the Board country programme recommendations for establishing national programmes in countries satisfying criteria for UNICEF assistance, to be financed from several resources and especially through supplementary funds (decision 1992/19). For 1992-1994, the Board authorized funding from the administrative and programme support budget for advocacy and policy work in Central and Eastern Europe, the Baltic States and CIS ($1 million additional in 1992; $2 million per year for 1993 and 1994), plus funds to cover two additional international Professional and two additional General Service posts (decision 1992/42).

In its decision 1992/20 on children and mothers: victims of the Chernobyl disaster, the Board urged the Executive Director, as requested by the General Assembly in its resolution 46/150 of 18 December 1991, to continue the consideration of possible technical and other specialized assistance and specific actions to children and mothers living in the areas affected by the accident at the Chernobyl nuclear power plant, particularly in Belarus, the Russian Federation and Ukraine. The Executive Director was requested to continue to provide, in full coordination and cooperation with efforts envisaged by the United Nations system, all appropriate support and assistance to children and mothers who are victims of the Chernobyl disaster.

The Executive Board requested the Governments of Latin America and the Caribbean to give maximum support to assure effective implementation and continuity of projects under the Special Adjustment Facility for Latin America and the Caribbean (SAFLAC) so that the objectives for which they were designed could be fully accomplished. The Board decided to consider the renewal or expansion of SAFLAC at its next regular session in 1993 (decision 1992/18).

In decision 1992/23 on strengthening national capacities, the Board requested the Executive Director to ensure that national capacity-building was an integral component specifically addressed in all UNICEF programmes in the areas of the formulation of policies and the selection of programme priorities, as well as the design, implementation and evaluation of national programmes and projects.

Concerning the medium-term plan for the period 1992-1995 (E/ICEF/1992/3), the Executive Board reaffirmed the priority of the country programming process in all UNICEF field activities and the continued need for strengthening the decentralization of UNICEF activities. The Board endorsed the programme objectives as contained in the medium-term plan, taking into account the comments and suggestions made by Board members during the discussion of the plan. The Board approved, as a set of indicative targets, the distribution of resources by major programme sectors as indicated in paragraph 271 and table 4 of the medium-term plan, bearing in mind that the exact figures are not predetermined globally, but are arrived at through the country programming process and, as such, may not meet fully the targets indicated (decision 1992/12).

The Board also approved the financial medium-term plan (E/ICEF/1992/3) as a framework of projections for 1992-1995, including the preparation of up to $400 million in programme expenditures from general resources to be submitted to the 1993 Executive Board. The amount is subject to the availability of resources and to the condition that estimates of income and expenditure in the plan continue to be valid (decision 1992/33).

In decision 1992/17 on the Children's Vaccine Initiative, the Executive Board requested UNICEF to continue to collaborate closely with other parties in support of Initiative activities through actions set forth in decision 1991/16 (E/ICEF/1991/15) and by various measures for strengthening the vaccine delivery system; assuring the availability of low-cost, high-quality vaccines for developing countries; contributing towards the global immunization targets; and facilitating the introduction of new and improved cost-effective vaccines into the expanded programme immunization.

The Board approved a total of $420,366,172 from general resources and $565,356,000 for supplementary funding for programme cooperation in Africa, the Americas and the Caribbean, Asia and the Middle East and North Africa and to cover overexpenditure (decision 1992/15). It approved an additional $3 million from general resources for the Children's Vaccine Initiative (decision 1992/17). In a recommendation on the use of global funds (decision 1992/16), the Board approved an amount of $144,012,000 for the programme budgets for the biennium 1992-1993, as revised, approved a total recommendation of $181,319,000 for supplementary funding for the biennium 1992-1993 and approved an amount of $27,600,000 to be raised from supplementary funding for the biennium 1994-1995.

In decision 1992/14 on the reorganization and consolidation of global funds, the Board decided that the Emergency Reserve Fund would be renamed the Emergency Programme Fund, and also decided that the Interregional Fund for Programme Preparation, Promotion and Evaluation and the Regional Fund would be retained and used primarily for global and regional activities, respectively. The Executive Director was requested, as of 1 January 1994, to narrow the focus of the Programme Fund for the 1990s Goals (PF90s) and to include those initiatives designed to introduce new and innovative approaches in country programmes. The Board also suggested that all activities supported by PF90s, if successful, should be incorporated into country programmes within five years. Otherwise, they should be terminated.

The Board also decided that, in the election of the Chairman of the Executive Board, regard shall be had for the equitable geographic rotation of this office among the following regional groups: African States, Asian States, Eastern European States, Latin American and Caribbean States and Western European and other States, with effect from the Board year commencing 1 August 1993 (1992/7).

The Board called upon the Executive Director to encourage National Committees for UNICEF to continue to place education for development in a central role within their advocacy strategies, particularly those which relate to the Convention on the Rights of the Child. The Executive Director was also encouraged to maintain and strengthen contact with other United Nations agencies, particularly the United Nations Educational, Scientific and Cultural Organization (UNESCO), with relevant non-governmental organizations (NGOs) and with institutions and individuals in the professional education community working in the field of education for development (decision 1992/25).

The Board endorsed recommendations made in 1992 by the UNESCO/UNICEF Joint Committee on Education (decision 1992/30) and by the UNICEF/WHO Joint Committee on Health Policy (decision 1992/29).

Concerning acute respiratory infections (ARI), the Board endorsed a series of actions by UNICEF including: support to ARI control at the national level; building on existing structures; establishment of clear national policies and plans of action; sustainability of ARI control programmes; involvement of community health workers in the diagnosis and treatment of pneumonia; and full involvement of mothers and communities (decision 1992/27).

Regarding the role of UNICEF in combating the human immunodeficiency virus (HIV)/acquired immune deficiency syndrome (AIDS), the Board urged UNICEF to strengthen collaboration with other United Nations agencies, particularly the WHO Global Programme on AIDS and the United Nations Development Programme, to ensure both complementarity and effectiveness of UNICEF activities at the country level in the context of the Global AIDS Strategy and within broadened and strengthened individual country medium-term plans which are designed to combat HIV/AIDS. The Executive Director was requested to review the UNICEF AIDS programme approach to ensure its consistency with the Global AIDS Strategy and make refinements as necessary (decision 1992/26).

In decision 1992/28 on the UNICEF policy on family planning, the Executive Board requested the Executive Director to contribute substantively to the 1994 Conference on Population and Development and urged the Executive Director to enhance UNICEF cooperation with all involved agencies and organizations, particularly the United Nations Population Fund and WHO, each within its own mandate, as well as with NGOs, at the field level, establishing and monitoring indicators of collaboration in order to support family planning in the context of sustainable national health care systems.

The Board decided that representatives of Board member countries should undertake field visits, and that it would determine the programme aspects of the visits, take into account the equitable representation of Board membership in selecting the participants and select the countries to be visited. The Board also decided that the expenses of participants from developed countries would be borne by those countries, while the expenses of participants from other countries would be funded on a sliding scale from the UNICEF administrative budget (decision 1992/32).

In order to ensure that all programme areas supported by UNICEF are evaluated in the course of a specific country programme, the Board reaffirmed its decision 1990/4 (E/ICEF/1990/13) that a past review of evaluations and their use and a summary of the evaluation plan and structure be included in all country programmes submitted to the Executive Board (decision 1992/24).

Regarding the UNICEF recovery policy, the Executive Board approved, on an interim basis, a series of recommendations of the Executive Director, including that the policy of charging a 6 per cent recovery rate to all supplementary-funded projects for non-emergency purposes, excluding those funded by National Committees, NGOs and host Governments funding their own programmes should continue; that a charge of 6 per cent shall be made on all emergency supplementary-funded programmes, excluding those funded by National Committees, NGOs and host Governments funding their own programmes; and that the procedure for assigning and collecting recovery charges should remain as currently established (decision 1992/37).

Regarding headquarters office accommodation, the Board requested the Executive Director to continue to negotiate and refine the proposals already submitted by him and to evaluate any other attractive additional proposals that may be offered, to continue the review of the non-financial implications of moving most or all of central headquarters from Manhattan, and to submit a recommendation for approval to the Executive Board, through the Advisory Committee on Administrative and Budgetary Questions, either at the 1993 regular Board session or at a special session called for that purpose. It also authorized the Executive Director to lease, on a temporary basis, up to a maximum of 15,000 additional square feet over the next two years (decision 1992/35).

The Board also requested the Executive Director to prepare an updated version of "An overview of UNICEF policies, organization and working methods" (E/ICEF/670/Rev.3) for its 1993 session (decision 1992/9); took note of the Executive Director's introductory statement as a useful contribution to the forthcoming debate in the high-level segment of the Economic and Social Council under the agenda item on "Enhancing international cooperation: the role of the United Nations (decision 1992/11); and decided on measures to improve further its working procedures and to rationalize the utilization of time of the regular Board sessions (decision 1992/8).

Concerning the Greeting Card and related operations (GCO) 1992 work plan and proposed budget, the Board approved budget expenditures for the fiscal year 1 May 1992-30 April 1993 and authorized the Executive Director to take certain measures related to incurring expenditure and the transfer of funds between allotment accounts, and to spend an additional amount between Board sessions when necessary to ensure the continued operation of GCO (decision 1992/40).

The Board approved a series of proposed structures and formats for budget documents and approved criteria for core and projects posts (decision 1992/36); noted a series of reports (decisions 1992/34, 1992/38 and 1992/41); and deferred a decision on whether to proceed with a review of the administrative and management structure at UNICEF headquarters until the 1993 regular session (decision 1992/39).

I. ORGANIZATION OF THE SESSION

1. The Executive Board of the United Nations Children's Fund (UNICEF) held its 1992 regular session at United Nations Headquarters from 15 to 26 June 1992. Officers of the Executive Board for the period 1 August 1991 to 31 July 1992 were as follows:*

Chairman: H.E. Ms. Mira Seth (India)

First Vice-Chairman: H.E. Bent Haakonsen (Denmark)

Second Vice-Chairman: Dr. Vaclav Vacek (Czechoslovakia)

Third Vice-Chairman: Miss Maymouna Diop (Senegal)

Fourth Vice-Chairman: H.E. Mr. Roberto Mayorga-Cortés (Nicaragua)

Chairman, Programme Committee: Mr. Frederick Ward (Canada)

Vice-Chairman, Programme Committee: Miss Chipo Zindoga (Zimbabwe)

Chairman, Committee on Administration and Finance: Mrs. Judith Springer (Barbados)

Vice-Chairman, Committee on Administration and Finance: Mr. Hiroharu Koike (Japan)**

2. The agenda of the 1992 session, as adopted, is contained in document E/ICEF/1992/1/Rev.1/Corr.1. A list of documents issued in connection with the 1992 session is contained in document E/ICEF/1992/INF/1. The Programme Committee, sitting as a committee of the whole, met from 17 to 23 June and on 26 June. (The report of the Committee is contained in annex I.) The Committee on Administration and Finance, also sitting as a committee of the whole, met from 22 to 23 June and on 26 June. (The report of the Committee is contained in annex II.)

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* The Executive Board, with its membership as at 1 August 1992, held its organizational session to elect officers for the period 1 August 1992 to 31 July 1993 at United Nations Headquarters on 26 June 1992. The report on the organizational session is contained in document E/ICEF/1992/15.

** Mr. Hiroharu Koike served as Acting Chairman of the Committee on Administration and Finance during the 1992 Executive Board session.

II. PLENARY MEETINGS

Awards

UNICEF Maurice Pate Award

3. The 1992 UNICEF Maurice Pate Award (E/ICEF/1992/P/L.1) was presented to the Bangladesh Rural Advancement Committee (BRAC) (see chap. IV, decision 1992/1). The award, decided upon at the winter organizational session held at United Nations Headquarters from 24 to 25 March 1992, noted the successful work BRAC has done in a variety of development areas, including its innovative basic education programmes for the children of the country's poor. In 1985, BRAC initiated a non-formal primary education programme that, by the end of 1992, will have established over 6,500 schools throughout Bangladesh.

Staff Awards

4. The Executive Director announced that the 1992 Staff Awards had been presented to two offices and four individuals: the Baghdad Office, under the leadership of Dr. Gianni Murzi, for outstanding work carried out under extreme hardship since the return of UNICEF to Iraq in February 1992; the Somalia Office, under the leadership of UNICEF Representative David Bassiouni, for bravery and determination to reach children, women and other victimized groups affected by the turmoil in the country, under extremely difficult circumstances; Mr. Joseph Acar, Chief of the Personnel Policy and Services Section of the Division of Personnel, in special recognition of his 13-year tenure, during which he shaped progressive personnel policies; Mr. Ole Boye, Shipping Officer and Emergency Coordinator in the Supply Division at Copenhagen, and Mr. Maurice Dardas, Assistant Supply Officer in Amman, Jordan, in recognition of their outstanding service in support of emergency operations in 1991; and Ms. Rhonwen Searle, Information Assistant in the Division of Information, New York, for her remarkable work since 1964, keeping the UNICEF family in touch and up to date.

Interventions for the record

5. Several delegations intervened before the start of the general debate to point to questions which were under consideration related to the continuity of Yugoslavia's membership in international organizations, including the United Nations. They requested the record of the meeting to reflect that the participation of the Federal Republic of Yugoslavia in the current session did not imply its automatic continuity and would be without prejudice to the ultimate resolution of the questions raised and to future decisions on the issue.

Programme matters

6. Virtually all delegations commented favourably on the striking progress made in a number of areas on behalf of children, including the formulation of national programmes of action (NPAs), in keeping with commitments made at the 1990 World Summit for Children; the ratification by many countries of the

Convention on the Rights of the Child, which expands the legal basis for activities benefiting children; and the achievement of universal child immunization. However, at the same time, many expressed concern about the alarming rise in humanitarian crises around the world and pointed to the strain such crises impose on already limited world resources. In the opinion of several delegations, the opportunities to improve the lives of children created in large part by the profound political and social changes of the last year required an ever more closely coordinated world response.

7. Numerous Board members expressed their support for the emphasis UNICEF places on assisting the weakest and most vulnerable groups in society through sustainable, human-centred development efforts, including its vigorous espousal of measures to minimize the social costs of structural adjustment policies. A number of speakers also commended the level of community participation engendered by UNICEF efforts and the social mobilization and advocacy activities undertaken. Virtually all delegations agreed with the top priority the organization continues to give to Africa.

8. Tribute was paid to the leadership, energy and vision on behalf of children displayed by UNICEF and, in particular, by the Executive Director. One delegation called the meeting's attention to an award conferred upon the UNICEF Executive Director in December of 1991 by its country in recognition of the outstanding contribution UNICEF has made in enhancing the well-being of the world's children.

Follow-up to the World Summit for Children and the Convention on the Rights of the Child

9. Impressive evidence of the scope and scale of commitment to the goals for children expressed at the World Summit for Children and to the rights enshrined in the Convention on the Rights of the Child was presented by virtually all delegations (see also chap. IV, decision 1992/13). Speakers referred to improved levels of immunization coverage and other efforts to reduce infant and child mortality and to reach the goals set.

10. Delegations from industrialized and developing countries alike described the growing formal, structural and organizational commitments to children's welfare that Governments have made in the past year. Several delegations pointed to the enactment of laws providing special protection to children; others cited a reordering of national priorities, reflected in a new emphasis on children in national development plans. A number of countries expressed the commitment of their Governments to ratify the Convention on the Rights of the Child.

11. Complex exercises in planning, coordination, monitoring and evaluation, involving the creation of task forces, committees and new government agencies and the active collaboration of a wide network of non-governmental organizations (NGOs) and other partners, have been undertaken in numerous countries, often under the guidance of the very highest government echelons. Delegations explained that the NPAs enabled countries to define global rights and goals for children as expressed in the Declaration and Plan of Action of the World Summit for Children and in the Convention on the Rights of the Child, within national contexts and capacities and to plot the strategy for reaching them. The NPAs and the machinery and structures established to

create them were acknowledged by many speakers as essential parts of the foundation on which countries could build future progress for children.

12. However, many speakers from the developing world pointed to the obstacle poverty posed in sustaining the momentum towards better lives for children. As one delegation stated, "The meagre resources at our disposal and the constraints imposed on us by poverty, illiteracy and ignorance have a debilitating impact on our capacity for action". Another speaker stressed the importance of shifting budget allocations from military and defence spending towards social sector needs. One delegation requested suggestions on innovative fund-raising techniques and methods that could help to finance NPA implementation. One delegation, citing the complexity of the entire NPA process, welcomed an opportunity to exchange ideas on strategies and techniques that other countries had found useful as they devised their NPAs.

13. Four delegations from industrialized countries expressed their intention either to make available resources above their normal development assistance for development programmes and efforts benefiting children or to focus their regular assistance on those measures that most clearly benefitted children.

Medium-term plan for the period 1992-1995

14. On the subject of the medium-term plan for the period 1992-1995 (E/ICEF/1992/3), many delegations expressed satisfaction that the plan focused appropriately on the strategies approved by the Executive Board, but in its implementation, they urged the secretariat to maintain the field-based character and strength of UNICEF operations. It was noted that UNICEF should continue to be driven by its country programmes and, for this reason, the number and level of global funds should be reduced and priority should be given to staffing country offices (see also chap. IV, decision 1992/14). The secretariat was urged to ensure that UNICEF staff working at the country level continue to be the main actors in the development of the organization's policies. Many delegations welcomed the new plan's emphasis on the country programming process and on implementation at the national level. They felt that in this respect, the plan conformed to General Assembly resolution 44/211 of 22 December 1989, which outlines the principles to be followed in all operational activities of the United Nations system.

15. It was pointed out that by basing UNICEF interventions on the priority needs of children and women in each country at the outset of the programming process, mid-cycle modifications to the country programme could be kept to a minimum. However, some delegations felt that if changes in priorities during the programme cycle become necessary, these needs should be addressed by modifying programme allocations rather than by using global funds.

16. Delegations also urged the secretariat to ensure that the emphasis on global goals did not undermine the process of identifying national priorities. The secretariat referred to paragraphs 10 to 13 of the medium-term plan, which clarify the relationship between global goals, NPAs and the country programming process. It was pointed out that in formulating NPAs, Governments had adapted global goals to their national situations.

17. A number of delegations said that the major challenge facing UNICEF during the plan period was the universalization of access to knowledge and to services for the health of children and women. They stressed the importance

of involving communities in programme planning and implementation, since this was a key factor in programme sustainability (see also chap. IV, decision 1992/12).

18. The section on external relations in the medium-term plan, as well as the arrangements for managing the information and public affairs functions of the secretariat, were well received by the Standing Group of National Committees and by several delegations (see also paras. 66-67 below).

UNICEF priority for Africa

19. Support for Africa as a priority concern of UNICEF was expressed by nearly all delegations. A number of speakers said that additional resources were needed to meet the challenges facing the continent, and one speaker noted that funding from general resources would be more consistent and reliable than the supplementary funding upon which projects in many countries now depend. Another delegation stressed that developing countries themselves were expected to generate substantial development resources through the restructuring of domestic budgets.

20. There was general support for the upcoming Organization of African Unity (OAU) International Conference on Assistance to African Children, to be held in Dakar, Senegal from 25 to 27 November 1992, where it was hoped that additional funds would be generated for the continent's children. However, one delegation questioned the value and likely success of the Conference being convened so soon after the World Summit for Children. An OAU representative addressing the meeting affirmed the continent's commitment to making the Conference a success and congratulated UNICEF for its initiatives and activities to benefit African children (see also chap. IV, decision 1992/21).

The Bamako Initiative

21. Called by one delegation "the most viable way of providing sustainable primary health care", the Bamako Initiative, which emphasizes cost-sharing and community participation in managing health care, was commended by a number of Board members. The joint evaluation of the Initiative, sponsored by the Government of the United Kingdom of Great Britain and Northern Ireland, in cooperation with UNICEF and other bilateral and multilateral agencies, was also welcomed by several speakers. One felt that conclusions and recommendations of the evaluation justified the extension of the Initiative from the pilot project stage to a broader, country-wide application (see also chap. IV, decision 1992/22).

Child survival, safe motherhood and family planning

22. Many delegations reported on the success of such child survival and development programmes as oral rehydration therapy for the control of diarrhoeal diseases, the promotion of breast-feeding and the expanded programme of immunization, with a number of them citing improved immunization coverage and low infant mortality rates. However, UNICEF was requested by one delegation to be vigilant in monitoring the expenses associated with immunization programmes. Another delegation, cautioning that gains needed to be sustained, urged UNICEF to continue to ensure the adequate supply of quality vaccines and endorsed activities in support of the Children's Vaccine

Initiative (see also chap. IV, decision 1992/17). Programmes to control such diseases as acute respiratory infections (see also chap. IV, decision 1992/27) and dracunculiasis (guinea worm disease) (see also para. 52 below), as well as those to improve the nutritional status of children and women, were commended. Several delegations stressed the need for integrated child survival programmes.

23. The issues of population growth and family planning were discussed by a number of delegations as topics of some urgency. Several endorsed the UNICEF/United Nations Population Fund (UNFPA) joint report on family planning (E/ICEF/1992/L.13). Other delegations, while commending UNICEF for its commitment to family planning, requested that measures be taken to ensure that work and actions in the field reflected that commitment more concretely. UNICEF expertise in advocacy and social mobilization was cited as being of particular value in collaborating with and supporting UNFPA in family planning initiatives (see also chap. IV, decision 1992/28).

Breast-feeding and the "baby-friendly" hospital initiative

24. Delegations commented on the success of the "baby-friendly" hospital initiative in helping mothers to breast-feed their infants and to maintain breast-feeding exclusively for four to six months. Among the speakers were several whose countries had been chosen to lead in establishing the Initiative. They described the varying degrees of success that had been achieved. One delegation described a policy of extended maternity leave that had been established to help encourage breast-feeding. Another delegation reported on its success in ending the distribution of free and low-cost infant formula supplies to all health facilities.

Acquired immune deficiency syndrome (AIDS)

25. Many delegations indicated their growing concern regarding the worsening acquired immune deficiency syndrome (AIDS) pandemic and urged UNICEF to intensify its efforts to respond to the crisis. It was noted with concern that within a few years the number of persons in Asia infected with the human immune deficiency virus (HIV) would exceed those in Africa. UNICEF was requested to ensure that activities to combat AIDS were integrated into the UNICEF programming process and that cooperation with the World Health Organization (WHO) Global Programme on AIDS, the United Nations Development Programme (UNDP) and UNFPA was assured. Several delegations reported that AIDS threatened to erode the progress that their countries had made in social and economic development. Delegations emphasized the need for a multisectoral response to AIDS prevention and to care for those with the disease.

26. Delegations referred to the needs of especially vulnerable children - AIDS orphans, street children and those whose parents were intravenous drug users. One delegation underscored that there was a need for social structures rather than orphanages to care for AIDS orphans (see also chap. IV, decision 1992/26).

Evaluation

27. The need for the ongoing evaluation of projects and programmes in the field was cited by several delegations. They pointed to the results of the

joint evaluation of the Bamako Initiative (E/ICEF/1992/20), which demonstrated how lessons learned in the field could be used to improve the organization's effectiveness. One delegation stated that evaluation contributed to the transparency and accountability of an organization and suggested that the capacity for field officers to monitor and review their programmes should be improved (see also chap. IV, decision 1992/24).

Women in development

28. Most delegations spoke of the importance of opportunities for women and girls and of the essential relationship between their well-being and that of children. Several delegations drew particular attention to key issues for women, including education and health, social and legal status, participation in decision-making, violence against women and the economic empowerment of women.

29. One delegation referred to the negative consequences of the subordinate status of women as manifested in poor nutritional status, early marriage, limited educational opportunities and heavy workload. Several delegations called for greater attention to the health needs of women.

30. Many delegations noted that progress had been made, especially at the policy-making level, and that there was evidence that several Governments had made significant strides in giving priority to these issues in national plans. Among those cited were the National Development Plan of Bangladesh, the Plan of Action for the Girl Child and the National Credit Fund for Poor Women in India, the Priority Programme for the Education of Girls in Morocco and the Declaration and the Perspective Plan on Women and Development in Thailand.

Education

31. The importance of basic education in human development, national capacity-building, the sustainability of development efforts and especially in improving the status of women was underlined by several delegations. One delegation pointed out that progress in child development would be measured by actions that promoted and improved basic education, stressing that UNICEF support for primary education, and in particular its focus on the education of girls and women, would help to sustain the momentum created by the World Conference on Education for All. Another delegation expressed concern about the reduced expenditure for education by UNICEF in 1991 as compared to 1990. Noting a possible increase in education spending, another delegation requested that the goals of such an increase be carefully delineated to ensure complementarity with other UNICEF goals.

32. A number of delegations expressed their appreciation for the report on education for development presented to the Board (E/ICEF/1992/L.8). The cross-cultural exposure encouraged by education for development broadens children's frame of reference and makes them, in the words of one delegation, conscious of belonging "to the human race, not only to a particular ethnic group". Another delegation spoke of how drawing attention to the similarities between people rather than to their differences can help to promote peace (see also chap. IV, decision 1992/25).

Emergency operations

33. A number of delegations commented favourably on UNICEF field staff, especially those based in countries where emergency and conflict situations prevailed, and applauded their work in the most difficult situations. The recent death of Dr. Martinka Pumpalova while on assignment in Somalia was noted as a tragic reminder of the perils facing staff working in conflict zones.

34. Many delegations raised the issue of the reorganization of emergency operations in the United Nations system and the need for UNICEF to play a full and supportive role in the development of the Department of Humanitarian Affairs. Many delegations noted with appreciation the constructive approach UNICEF was taking in its cooperation with this new department.

35. The secretariat informed the Executive Board that it has seconded the director of UNICEF emergency operations to the Coordinator's Office in Geneva and has seconded a programme officer to the office in New York, as part of the organization's total commitment to ensuring cooperation and liaison with the new Department of Humanitarian Affairs.

36. The Executive Director informed the Board that, in response to the request for a report on the implications for UNICEF resulting from the creation of this new coordination mechanism, the secretariat would report to the Board in 1993.

37. One delegation stressed the importance of training for staff working in emergency situations and encouraged UNICEF to participate in joint training activities with UNDP and the Department of Humanitarian Affairs.

38. Many delegations pointed to the need to ensure that the linkage between emergency activities and development work be maintained and strengthened and urged UNICEF to focus its interventions on those activities that fall within its mandate.

39. Several delegations, particularly those of Central and Eastern Europe attending the Executive Board for the first time, appealed for increased UNICEF cooperation to assist them in meeting urgent needs for medical supplies (see also paras. 43-50 below, and chap. IV, decision 1992/19).

40. The initiative undertaken by the Government of Ethiopia in hosting the summit on political, social and humanitarian issues facing the Horn of Africa was commended. This gathering of heads of State and leaders of various opposition forces was referred to as a true beginning to the process towards peace and meeting humanitarian needs in that part of the world. The importance of respecting the principles first established on a large scale by Operation Lifeline Sudan was referred to as an essential prerequisite for relief operations to be effective. On the issue of armed conflict, one delegation made an impassioned plea for the opening of humanitarian corridors in situations where they are needed.

41. Many delegations acknowledged the important contribution of non-governmental organizations in emergency activities and urged UNICEF to maintain strong links with non-governmental organizations at the operational level.

42. In her statement to the Executive Board, the United Nations High Commissioner for Refugees pointed out that sanctions affected adequate response to emergencies, as they could be detrimental to the provision of humanitarian assistance. She stated that unless sanctions clearly permitted the delivery of food and medicines to those in need, they would punish those who were already the weakest, particularly women and children. The Executive Director recommended that basic food supplies and essential drugs be exempted. He further recommended that humanitarian agencies be given expanded resources to meet the most essential needs of vulnerable groups of children and mothers who are affected by sanctions directed at influencing the action of others.

Central and Eastern Europe

43. The severe plight of women and children in the countries of Central and Eastern Europe, the Baltic States and the Commonwealth of Independent States was described by a number of speakers, who recounted the health needs of those living in ecologically devastated areas and the critical lack of basic medical supplies and vaccines in countries in economic transition to the market system. Several speakers commended the objectivity and thoroughness of the report of the joint team, including UNICEF and other United Nations agencies, in assessing the situation and needs of countries in the area. UNICEF was congratulated for the emergency assistance it had already provided.

44. Stressing that in many cases their needs were of a temporary, emergency nature only, the delegations requested UNICEF and its Board members to help them through a difficult, but limited period, by making relatively small expenditures that would be preventive in nature and highly cost-efficient by helping to strengthen existing structures and develop internal capabilities. Two delegations endorsed the UNICEF focus on developing countries where child mortality was high, but requested that criteria for programme support be applied uniformly to all countries.

45. It was generally felt that funds should be made available for the countries of Central and Eastern Europe, the Baltic States and the Commonwealth of Independent States, taking care that these funds not divert resources from developing countries. The importance of creating new and innovative funding strategies was stressed by one delegation. Several certified that assistance given or scheduled would not be from regular assistance budgets.

46. Many delegations underscored the need for coordination among United Nations organizations, other donors and non-governmental organizations in responding to the needs of these countries in order to ensure lower administrative costs and the complementarity of work undertaken.

47. The Executive Director informed the Board that in order to ensure support and to maximize efficiency and effectiveness, UNICEF was actively participating in the inter-agency task force coordinated by the Under-Secretary-General for Economic Development and that at the country level, UNICEF was working closely with all partners of the system.

48. Several delegations stated that the reports of the missions sent to assess the needs of the Republics of the former Soviet Union were informative and useful.

49. Many delegations reported on the urgent need for medical supplies in the region.

50. Many delegations supported the recommended options as presented in document E/ICEF/1992/L.14. One delegation noted that economic and social conditions varied from one country to another and advocated that a different approach be taken in each case to determine appropriate levels and types of assistance. Some delegations felt that depending on the situation, measures ranging from technical assistance, to advocacy, to broader programme support should be considered. One delegation noted that in some cases, emergency interventions may be necessary, sometimes in conjunction with longer-term development assistance. There was general agreement that primary attention should be focused on the most vulnerable and disadvantaged children and women in the poorest and least developed countries (LDCs) of the region (see also chap. IV, decision 1992/19).

Least developed countries

51. Discussion of regional needs elicited wide support for efforts to relieve the plight of children in the world's LDCs, the majority of which are in Africa. However, Asia was identified as the continent where the largest number of people lived in poverty, and UNICEF was urged to continue to respond, without diverting resources or attention from Africa, to the needs of Asian children, as well as to those in Latin America and the Caribbean and in the Middle East and North Africa.

Eradication of dracunculiasis (guinea worm disease)

52. Several delegations endorsed the goal of eradicating dracunculiasis (guinea worm disease) during the decade and called for a redoubling of efforts to achieve this goal by the year 2000. The secretariat noted that very substantial progress had already been made through collaboration in national programmes and with bilateral and international agencies, and a significant reduction of cases (e.g., 50 per cent in Cameroon and India and 38 per cent in other countries where control efforts are well under way) had already been reported.

Health promotion for youth

53. A number of delegations drew attention to the situation of young people, particularly young women, as an important group whose specific needs were often neglected by society. It was pointed out that one third of the world's population - more than 1.5 billion people - is between 10 and 24 years of age, and four out of five people in this age group live in developing countries. Several delegations referred to the important contribution young people can make if basic needs are met. It was underscored that by investing in young people and by enabling them to participate in the life of their communities, they could become a major constructive force in the development process.

54. Many delegations referred to the dramatic social forces that were shaping the world and that often impacted negatively on youth: rapid urbanization; the influence of mass media; severe pressures on family structures; increased exposure to harmful substances; and decreased economic opportunities. These conditions, it was noted, are leading to a rise in such health problems among

young people as early and unwanted pregnancies, induced abortion, sexually transmitted diseases, the use of tobacco, alcohol and other drugs, and increasing incidence of premature deaths due to accidents and violence. UNICEF was urged to include the concerns of this group in its activities, since the needs of young people were urgent and their potential very great.

Reinforcing national capabilities and the holistic approach

55. Several delegations noted that the reinforcement of national capabilities, as distinct from national capacity, should be a permanent operational principle of all UNICEF activities. UNICEF was urged to give equal importance to this aspect of its activities and to resist the temptation to rank the achievement of operational targets higher on the scale of priorities. It was felt that UNICEF should make explicit provisions for activities that will empower people to initiate and implement activities for their development. This approach should serve as the cornerstone of sustainability.

56. The need to adopt a holistic approach in policy formulation and programme development was also stressed. While this is an imperative for all development agencies, it was felt that UNICEF was uniquely placed to encourage Governments to adopt this approach, since it maintains a broad range of contacts with various sectors in countries where the organization operates. It was felt the holistic approach would guide the organization in selecting those priorities which at a given time were the most important to each country.

Structural adjustment, poverty and debt relief

57. Many delegations from the developing world, and particularly from sub-Saharan Africa, emphasized that global indebtedness, economic decline and restrictive trade relations were impoverishing millions and significantly impeding efforts to improve the lives of their children. They described the human costs of falling prices of their primary export commodities, the rising prices of manufactured goods imported from industrialized countries and the lack of access to markets in industrialized countries. Saying that economic distress resulted in social distress, delegations emphasized that many countries had no or very limited resources to import items needed in schools, health centres and hospitals and faced shortages of materials and equipment that were often critical.

58. Of central importance to delegations addressing this issue was the need for attention to the interrelated issues of debt and structural adjustment policies to help reduce what one delegation called the "disproportionate burden which the most vulnerable sectors of society, and particularly women and children, bear for the macro-fiscal policies designed to meet the problems of international debt".

59. Several delegations supported the cancellation of developing world debt, as proposed in the State of the World's Children 1992. One delegation referred to a promising initiative in which resources otherwise scheduled to repay debt would go instead to pay for development efforts on behalf of children. Others commended the productive collaboration of nations in establishing regional common markets and of such mechanisms as the Special Adjustment Facility for Latin America and the Caribbean, organized with UNICEF assistance (see also chap. IV, decision 1992/18).

Reform of the United Nations system

60. The need to reform the United Nations system so that it remains relevant and effective in the changing geopolitical environment of the 1990s was a recurrent theme in many interventions. Several delegations welcomed the proposals for reform outlined by the Executive Director in his opening statement (E/ICEF/1992/CRP.21). It was felt that these proposals reflected the broad principles introduced by the Nordic United Nations Project, and there was consensus that Executive Board decisions on reform in UNICEF should be taken in the light of decisions on the reform of the United Nation system to be taken by the Economic and Social Council and the General Assembly following high-level discussions later in 1992.

61. Delegations commented favourably on the efforts of UNICEF to strengthen coordination with other agencies through such mechanisms as the UNICEF/WHO Joint Committee on Health Policy (see also chap. IV, decision 1992/29) and the United Nations Educational, Scientific and Cultural Organization/UNICEF Joint Committee on Education (see also chap. IV, decision 1992/30), improved collaboration with UNFPA (see also para. 23 above and chap. IV, decision 1992/28), liaison with the recently established Department of Humanitarian Affairs (see paras. 34-36 above), as well as through improved cooperation with UNDP and other agencies operating at the country level.

62. Many delegations emphasized that the reform process should build on, not undermine, the strengths of UNICEF, most notably its operational capacity at the country level and its ability to respond flexibly to the needs of partner Governments.

63. Reference was made to the ongoing multidonor evaluation of UNICEF and to the Executive Board request for an administrative and management review of UNICEF headquarters (see chap. IV, decision 1992/39). It was felt that they could provide the Executive Board with essential elements for rational decision-making on UNICEF reform.

64. One delegation summarized the basic principles that should guide the system-wide reform process as follows: (a) reform means to strengthen the United Nations, not simply to reduce costs; (b) strong multilateral institutions should be forged that have a high degree of integrity vis-à-vis both donors and recipients; (c) there should be strong management that is able to deal with member countries through well-defined, known and transparent procedures; (d) there should be a multilateral system that is characterized more by partnership than by clientship, where membership entails both rights and obligations; (e) governing bodies should focus more on policy and strategy discussions and decisions, and much less on micro-management issues; (f) the governance system should combine universality and efficiency and should distinguish between general policy debate and continued operational guidance; and (g) a funding system should be created that is predictable and sustainable and based on negotiated programmes, targets and equitable burden sharing.

65. Delegations also underscored the importance of ensuring that the reform process not diminish the participation of all Member States in the decision-making processes of the United Nations system and that it should preserve the right of all States to express their views in the governance process of the United Nations system (see also chap. IV, decision 1992/11).

External relations

National Committees for UNICEF

66. Many references were made to the valuable work and substantial contributions made by National Committees for UNICEF, which have distinguished themselves in recent years in mobilizing support for implementation of the Convention on the Rights of the Child, in helping to develop NPAs in their countries, in supporting the development of other National Committees and in implementing the "baby-friendly" hospital initiative. Those outstanding contributions were made in addition to their commendable fund-raising efforts, which generated approximately 25 per cent of UNICEF income. Support was also expressed for a strengthened Geneva Office, as proposed in document E/ICEF/1992/L.14.

Non-governmental organizations

67. Many delegations referred to the important roles played by non-governmental organizations in working towards the achievement of the goals for the 1990s in developing countries, as well as for their admirable responses to emergencies. The special priority given by the NGO Committee on UNICEF to improving educational opportunities for the girl child was commended by the secretariat.

Fund-raising

68. A significant number of delegations spoke on funding issues, several indicating their commitment to increase support for UNICEF. Several argued for the development of non-traditional methods of raising money for programmes, exemplified by the programme cooperation between two countries that enables debt repayments to go towards initiatives for children. Some donors, while pledging to increase their support to general resources, pointed out that efforts were needed to ensure that contributions to UNICEF are borne more equitably by all capable donors.

Administrative and financial matters

Income projections

69. Several delegations commented favourably on the fact that the income projections presented in the financial medium-term plan (E/ICEF/1992/3) reflected the secretariat's realistic assessment of the budgetary constraints facing the major donors. Noting the shortfall between projections in the 1991 plan and actual income, many delegations emphasized the importance of keeping projections for income growth modest, while seeking ways to intensify fund-raising efforts and to maximize the use of existing resources through improved efficiency and effective management of all UNICEF operations (see also chap. IV, decision 1992/33).

Structure and format of budget documents

70. Many delegations thanked the members of the Budget Reference Group for the work they had done to improve the clarity and transparency of UNICEF budget and budget-related documents. The role of the secretariat in

supporting the Reference Group in contributing to the positive outcome of its work was also acknowledged.

71. A number of delegations said that by implementing the recommendations of the Budget Reference Group, it would be possible to establish clear and justifiable links between programme proposals and the administrative structure required to implement those proposals (see also chap. IV, decision 1992/36).

Recovery of overhead costs for activities supported by supplementary funds

72. While some delegations expressed their support for the secretariat's proposal to apply the 6 per cent recovery charge to supplementary contributions for emergencies, as contained in document E/ICEF/1992/AB/L.8, others felt that the advantages and disadvantages of the proposal needed to be examined carefully during the deliberations of the Committee on Administration and Finance. One delegation requested additional information on the real costs of emergency operations and suggested that the issue should be examined in light of practices in other United Nations agencies. The secretariat confirmed that the UNICEF proposal for a 6 per cent recovery rate fell at the low end of the range applied by other agencies (3 to 13 per cent), depending on the nature of services provided and on the expenditure items covered by resources from core budgets (see also chap. IV, decision 1992/37).

Headquarters office accommodation

73. Delegations which spoke on the issue of office accommodation for UNICEF headquarters underscored the importance of balancing the non-financial aspects of a possible relocation with the principles of sound financial management. Delegations thanked the secretariat for the comprehensive study on various options and expressed support for the Executive Director's recommendation to continue negotiations on all fronts. They requested the Executive Director to continue to negotiate the proposals put forward in document E/ICEF/1992/AB/L.9 to evaluate any additional ones; to continue to review the non-financial implications of moving most or all of central headquarters from Manhattan; and to submit a recommendation for approval to the Executive Board, through the Advisory Committee on Administrative and Budgetary Questions, either at the April 1993 regular session or at a special session called for this purpose (see also chap. IV, decision 1992/35).

III. OTHER MATTERS

Adoption of draft recommendations

Statements by the Chairmen of the Programme Committee and the Committee on Administration and Finance

74. At its eleventh meeting, on 26 June, the Executive Board endorsed the recommendations of the Programme Committee contained in the statement of the Committee's Chairman (E/ICEF/1992/P/L.49 and Add.1), as amended.

75. With regard to the decision on Central and Eastern Europe, the Baltic States and the Commonwealth of Independent States (see chap. II, paras. 43-50 above, and chap. IV, decision 1992/19), two delegations stressed their support for the universal character of UNICEF. They said that while paragraph 47 of the Executive Director's report on UNICEF activities in the region (E/ICEF/1992/L.14) differentiated between qualifying and non-qualifying countries, operative paragraph 5 of the decision did not. Any revision of the list of such countries, if required, could only be approved at a Board session. Activities in non-qualifying countries should remain restricted in terms of time, area and the amount recommended and to exceptional circumstances. Technical assistance in non-qualifying countries was needed in the area of policy formulation. A limited time-frame should be maintained when setting up activities.

76. One speaker added that his Government attached considerable importance to the cooperation between governing bodies of other organizations, the Economic and Social Council and the General Assembly in examining ways of ensuring that the United Nations took an integrated approach to activities in the region.

77. A third speaker agreed that activities of all bodies of the United Nations system in the region should be carefully coordinated. In addition, low overhead costs should be maintained; funds should not be transferred arbitrarily; and money used in the region should come from savings realized elsewhere. UNICEF programme activities should ensure the building of national capacity so that countries could move to self-sustained national action.

78. At the same meeting, the Executive Board also endorsed the recommendations of the Committee on Administration and Finance as contained in the statement of the Committee (E/ICEF/1992/AB/L.19).

79. With regard to the decision on funding for Central and Eastern Europe, the Baltic States and the Commonwealth of Independent States (see chap. IV, decision 1992/42), one delegation said there had been extensive consultations on the text, during which his country had expressed strong support for proposals to utilize programme funds. There had been concern about the source of financing for UNICEF activities in the region; money should not be drawn from the administrative and support budget for that purpose. His Government regretted that a tentative agreement to use accrued savings as a source of financing had not held. However, in view of the importance of enhancing the role of UNICEF in the countries concerned, his Government had supported the consensus text.

Draft recommendations emanating from the general debate

80. In drafts dealt with directly in plenary, the Executive Director was requested to prepare an update version of "An overview of UNICEF policies, organization and working methods" (E/ICEF/670/Rev.3) for its 1993 session (see chap. IV, decision 1992/9).

81. By a text on Universal Children's Day, the Board invited all States to observe each year, on 20 November or on a day they considered appropriate, the Universal Children's Day, with special emphasis on the promotion of the Convention on the Rights of the Child (see chap. IV, decision 1992/10).

82. Another text took note of the report of the Executive Director and its proposals for reform in the United Nations system operational activities, as well as of the views of Board members expressed during the general debate (see chap. IV, decision 1992/11).

83. In addressing issues relating to its governance, the Executive Board decided to improve its procedures further and to rationalize the utilization of time or the regular Board sessions (see chap. IV, decision 1992/8).

Preparation for future sessions and review of documentation

Chairmanship of the Executive Board

84. The Chairman introduced a draft recommendation on the rotation of the Executive Board chairmanship (E/ICEF/1992/CRP.27), which had been the subject of extensive consultation within and among the regional groups, as well as among Board members as a whole. The Executive Board decided that, in the election of the Chairman of the Executive Board, regard shall be had for the equitable geographical rotation of this office among the following regional groups: African States, Asian States, Eastern European States, Latin American and Caribbean States, and Western European and other States, with effect from the Board year commencing 1 August 1993 (see chap. IV, decision 1992/7).

UNICEF governance

85. One delegation noted that the Executive Director's proposals on UNICEF governance merited serious discussions at the upcoming meeting of the Economic and Social Council and among members of the Executive Board.

Rationalization of the work of the Executive Board: consideration of documentation and the agenda

86. One delegation was encouraged by the progress made at the March organizational session on the rationalization of the work of the Board and endorsed decision 1992/5 on that subject. The same delegation found that the existing two-week timeframe of the Board should be maintained and that parallel meetings during the present session worked well. This delegation further suggested that informal discussions should be scheduled early in the session to facilitate consensus, and that all draft proposals should be clear and short.

87. At the organizational session in March 1992, the Executive Board adopted decision 1992/5 on its future work and procedures. In that decision, the Board requested the secretariat to provide at its regular sessions a table indicating the subjects included in the agenda for the previous, present and the two subsequent years. At the same time, it was agreed that the Board would review the subjects planned for inclusion in the agenda of the following session, with a view to eliminating those items that were no longer relevant or on which less frequent reporting was required. In conformity with that request, the secretariat distributed a list of reports requested for 1991, 1992, 1993 and 1994, and then distributed an updated document, listing the reports requested by the Board at the present and previous sessions for 1993, 1994, 1995 and 1996.

88. The Chairman reminded Board members of the objective of reducing the number and volume of documents, and at the same time deciding which subjects should be given priority for inclusion in the agenda of the regular session in 1993. For example, decision 1992/31 on Children, environment and development included a request for a separate agenda item on the UNICEF response to the implementation of Agenda 21. Decision 1992/8 on Governance in the Executive Board placed responsibility on the Bureau to examine all proposals and views on Executive Board working methods and organization expressed during the present and previous regular and organizational sessions and views expressed on the subject by 31 August 1992. The Bureau was further requested to prepare recommendations aimed at improving Executive Board working methods and organization for consideration at the 1993 winter organizational session.

89. One delegation commented that new agenda items should not be added to the list of documents requested, but that the Board should attempt to focus on items already under discussion. The same delegation suggested that there should be a central theme for each Board in connection with which agenda items should be prioritized. For example, through the work of the Programme Committee, the 1993 regular session could focus on programme viability and strengthening national capacities as a major theme. The general debate could also focus more particularly on the central subject matter of the session.

90. One delegation noted that the delay in documentation for the present session was regrettable, and proposed that, in line with decision 1992/8, a final review should take place at each session of the reports requested for the subsequent session. This would reduce the workload of the Board. Another delegation looked forward to Board proposals on governance, and found the list of documents requested for 1993 "daunting". Several delegations shared that view.

91. Several delegations pointed out that some items on the list of documents requested were repeated, in general terms, in decisions taken during the present session. Thus, items such as this could be incorporated into a single request. Another delegation supported this view as a way of streamlining and decreasing the number of documents. Several delegations concurred that policy issues should be presented as separate reports. Another delegation stated that in view of the fact that the document list showed that too many documents were requested for the 1993 regular session, the secretariat should analyse the nature of the documentation and shorten the documents themselves so that they would be more readable.

92. One delegation suggested that since the Bureau would be examining the list of documents, it could make recommendations to the Board on which ones to produce for which session. The work of the Bureau would be facilitated if delegations could review and submit recommendations by 31 August as requested in decision 1992/8. Another delegation suggested that documentation could be reduced by the following measures: (a) most subjects of documents could be biennialized, with annual discussions on other topics only when absolutely necessary; (b) some documents listed under "new requests" could be produced as parts of other reports; and (c) some documents requested on the lists distributed were to be included in the Executive Director's report.

93. One delegation stated that the report requested on progress made on the study to be proposed by the Executive Director to JCHP to examine national and multinational corporations' marketing practices for infant food and to assess their impact on the well-being of mothers and children (see decision 1991/22) was unnecessary. Another delegation stated that, as the sponsoring delegation of the request, the report on local cash financing listed as "emanating from the floor" was not needed and that the issue could be pursued bilaterally.

94. Another delegation queried whether the Bureau recommendations on documentation would be made available to Board members at the organizational session for the 1993 Executive Board, and if so, whether that session would, in fact, be held at too late a date for implementation of the decisions. The secretariat replied that the organizational session would indeed be too late to decide on documentation to be produced for the regular session. The options available included: the review of the list of documents requested and the proposed agenda items for the 1993 regular session at the Bureau meeting in September, with the Bureau empowered to make decisions on both subjects; or final decisions to be made by the Board either through poll or a special session.

95. Regarding the column on new requests, one delegation noted that requests from the floor should not be included in this section. Another delegation stated that requests for documents from the floor should not have the same weight as requests for documents noted in decisions, thus eliminating some requests for documents; reports requested from the floor should be backed by more formal requests. It was agreed by one delegation that the secretariat should limit reports to those requested in decisions, but added that, at times, consensus on the floor would be suitable. Two delegations noted that Board members would have difficulty knowing which documents were forthcoming if requests from the floor were considered valid.

96. One delegation stated that not all papers required decisions and noted the desirability of avoiding hours in drafting sessions in order to simply request a report. Requests for reports could be included in the concluding statements of the Committees or the Chairman.

97. Several delegations queried whether there would be a special session in September to decide on documentation. The secretariat replied that the Bureau would review the list of documents and seek Board approval for this year only since the system outlined in decision 1992/8 on governance in the Executive Board would apply for the 1993-1994 Board year. Therefore, the next regular session must bring about improvement in the work of the Board, which would not be possible unless a timely decision on documentation and the agenda could be

taken. The secretariat asked delegations to report their requests for documents for the 1993 regular session to the secretariat in time for review at the Bureau meeting in September. If a dispensation to hold a special session during the General Assembly were to be granted, the Board would meet soon after the September Bureau meeting to endorse or amend the Bureau's decisions on documentation and the agenda. Regarding queries on the form of recommendations for reports, in the main, reports are requested through draft recommendations, such as those contained in policy papers and country programme submissions, those emanating from drafting groups and reports of the Committees and recommendations from the Chairman.

IV. DECISIONS ADOPTED BY THE EXECUTIVE BOARD AT ITS 1992 REGULAR SESSION

1992/1. UNICEF Maurice Pate Award*

On the recommendation of the Executive Director,

The Executive Board

1. Decides to present the UNICEF Maurice Pate Award, established at its 1966 session to honour significant contributions by an institution in a developing country in advancing the well-being of children, and extended in 1988 also to include individuals, to the Bangladesh Rural Advancement Committee;

2. Approves an allocation of $25,000 from general resources for that purpose.

1992/2. Recommendations of the second meeting of the UNESCO/UNICEF Joint Committee on Education*

On the recommendation of the Chairman,

The Executive Board,

Having examined document E/ICEF/1991/L.13 containing the recommendations of the second meeting of the Joint Committee on Education,

1. Endorses the following priority areas for cooperation between UNESCO and UNICEF:

(a) Building a monitoring system linked to education-for-all goals, paying attention to new resources, accessibility, quality and learning achievement, and focusing especially on building up national capacities in this field;

(b) Ensuring girls' and women's education, including the development and use of the "third channel" as appropriate;

(c) Training and staff development in basic education, making maximum use of national capacity;

(d) Strengthening the planning capacities, as well as the cooperation between various ministries, particularly in least developed countries, which are responsible for formulating child-oriented policies and programmes, and advocating appropriate action to meet basic learning needs;

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* Decisions 1992/1, 1992/2, 1992/3, 1992/4, 1992/5 and 1992/6 were approved previously at the winter organizational session of the Executive Board held at United Nations Headquarters on 24 and 25 March 1992 (E/ICEF/1992/13).

(e) Promoting innovative experiences in basic education, including their analysis and dissemination, making full use of (and, where necessary, establishing) regional networking;

(f) Supporting selected research on innovative child-care activities at the community level, primary education and literacy through national universities and other centres at the national and regional levels;

(g) Undertaking a feasibility study of the mass provision of strategic inputs, e.g., educational materials and equipment, frequently lacking for effective and relevant basic education practice;

(h) Working jointly on the ethos and content of basic education, combining basic skills with cultural aspects for human development;

2. Requests both secretariats to propose ways and means of strengthening their cooperation at the field level to achieve the goals set by the World Conference on Education for All and by the World Summit for Children;

3. Decides to review, in due course, the programme of cooperation as undertaken by the UNESCO and UNICEF secretariats.

1992/3. Amendment to decision 1990/1 on the timing of the pre-Board organizational session*

On the recommendation of the Chairman,

The Executive Board

Decides to amend section 4 (a) of decision 1990/1 to read as follows:

> "The Executive Board will meet at an appropriate time within the first three months of the year, but no later than sixty days preceding the regular session, for an organizational session of up to two days that will replace the informal pre-Board meeting".

1992/4. Amendment to decision 1991/29*

The Executive Board

Recommends that the Executive Director defer implementation of paragraphs 1 (a) and 1 (b) [1] of Executive Board decision 1991/29 until its

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[1] "Requests the Executive Director to provide the Executive Board, at its next regular session, with a comprehensive review of existing project posts and the criteria for:

"(a) The establishment of project posts at headquarters, in relation to core posts and to their respective functions, bearing in mind the principle that core functions should be financed from the administrative and programme support budget and from the 6 per cent surcharge from supplementary funding;

"(b) The conversion of posts from project to core and vice versa;".

1993 session, pending the outcome of the Executive Board's review, at its regular session in 1992, of the criteria for core and project posts, as requested in decision 1991/30, paragraph 2 (d). 2/

1992/5. Future work and procedures of the Executive Board*

On the recommendation of the Chairman,

The Executive Board,

Recalling its decisions 1987/1, 1987/2, 1989/1, 1989/3 and 1990/1 regarding rationalizing and streamlining the work of the Executive Board,

Taking into account that the General Assembly, in paragraph 20 of its resolution 46/190 of 20 December 1991, invited the Executive Board to review its meeting and documentation requirements in the light of their significant financial implications and to report thereon to the General Assembly at its forty-seventh session (1992), through the Committee on Conferences,

Having examined the major issues identified in the Chairman's discussion paper on this subject as contained in document E/ICEF/1991/CRP.6,

Decides to improve further its procedures and to rationalize the utilization of time of the regular Board sessions as follows:

1. Rationalization of time

(a) Meetings should be convened on schedule and the documentation for each session should be made available to delegations in all languages at least six weeks in advance;

(b) The time allocated to the general debate should be shortened by concluding it on the evening of the second day of the Board session;

(c) During the general debate, the order of speakers will be organized to give precedence to ministers and high-level functionaries, followed by Board members and observer delegations;

(d) The response of the Executive Director should be delivered on the morning of the fourth day of the session, as is the case in other forums, to give the secretariat adequate time to prepare it;

(e) The 10-minute time-limit for interventions in the general debate should be scrupulously observed. Permanent missions are requested to stress this to their delegations in advance of the Board session. Delegations that so desire could circulate longer versions of their statements;

2/ "*Recommends* ...

"(d) A study and report on the criteria used to decide, in particular at headquarters, which posts should be financed from core or other funds;".

(f) The 7-minute time-limit for interventions by delegations in committees and 15 minutes for presentations by the secretariat should be scrupulously observed;

(g) The secretariat is requested to investigate with the United Nations the possibility of installing an appropriate signalling system in the conference room to indicate and monitor the time-limit to speakers, the Chairman and participants alike.

2. Rationalization of subjects to be considered at the regular Board session

(a) The secretariat is requested to provide, at both the winter organizational and regular sessions of the Board, a table indicating the subjects included in the agenda for the previous, the present and the two subsequent years;

(b) The Board should devote special attention at its winter organizational session to additional possibilities for the rationalization of the work of the Board, including a review of meeting and documentation requirements;

(c) The Board should review, at each regular session, the subjects planned for inclusion in the agenda of the following session, with a view to eliminating those items that are no longer relevant or that bear less frequent reporting and to further streamlining the agenda of the Board;

(d) The Board should examine, before the end of each regular session, a comprehensive list of the reports being requested in draft Board decisions, with a view to reducing the overall number and volume of separate reports.

3. Documentation

Taking into consideration that page limits have already been established, of 6 pages for regional progress reports, 12 to 14 pages for smaller country programme recommendations and 16 to 18 pages for medium-sized and larger ones, and recognizing that the Executive Director's report, the budget document and the medium-term plan are, by their nature, exempt from a standard page limitation:

(a) A maximum length of 15 pages, as opposed to the current limit of 24 pages, is set for policy papers and other similar documents; 3/

(b) The following schedule of documents for future Board sessions identifies some documents that should be considered annually by the Board and others biennially, or as otherwise mandated. In turn, this list could

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3/ If this proposal is accepted by the Board, an exemption must be made for those documents that are already at an advanced stage of preparation for the 1992 regular session.

determine the frequency of listing the relevant issues on the agenda of the Executive Board, leading, at the same time, to lightening the agenda of the Board and facilitating more in-depth discussions of fewer major agenda items.

4. Periodicity of reporting

Based upon current expectations and foreseeable needs, the secretariat is requested to observe the following reporting cycle:

Document	Frequency
Progress report on Summit follow-up	Annual
UNICEF strategy for Africa	Annual
Report on Children's Vaccine Initiative	Annual, in the Executive Director's report
Strategy for prevention of human immune deficiency virus (HIV)/acquired immune deficiency syndrome (AIDS)	Annual, in the Executive Director's report
Progress report on UNICEF policy on women in development, including the situation of the girl child	Biennial, in non-budget years (in interim years, to be included in the Executive Director's report)
Acute respiratory infections	Annual, in the Executive Director's report
Report on overall progress and results achieved in evaluation	Periodicity subject to discussions at the 1992 Board session
Documents pertaining to the work of the Executive Board Reference Group on the format of the budget	Any follow-up will be dependent on discussions at the 1992 Board session

1992/6. Standard Basic Cooperation Agreement between UNICEF and Governments*

The Executive Board

1. Takes note of the standard Basic Cooperation Agreement, as well as taking note of concerns expressed by some delegations, to enable the secretariat to use it in negotiations with Governments with which UNICEF cooperates in programmes, with due respect to national legislation, as and when this is mutually agreed by the concerned Government and UNICEF;

2. Requests the secretariat to continue discussions with concerned Governments and report back on this in a conference room paper to the June 1992 session.

1992/7. Rotation of Executive Board chairmanship

The Executive Board,

Bearing in mind the summary of discussions in the Bureau on the rotation of the Executive Board chairmanship, as contained in paragraphs 9 to 12 of the Chairman's paper on future work and procedures (E/ICEF/1992/CRP.5),

Taking into account its deliberations on this subject during its organizational session of 24 and 25 March 1992,

Decides that, in the election of the Chairman of the Executive Board, regard shall be had for the equitable geographical rotation of this office among the following regional groups: African States, Asian States, Eastern European States, Latin American and Caribbean States and Western European and other States, with effect from the Board year commencing 1 August 1993.

1992/8. Governance in the Executive Board

The Executive Board,

Recalling its decision 1992/5 regarding rationalizing and streamlining the work of the Executive Board,

Bearing in mind also General Assembly resolution 45/264 of 13 May 1991 on the restructuring and revitalization of the United Nations in the economic, social and related fields,

Taking into account the proposals made by the Executive Director towards improvement of the work of the Executive Board and its Bureau, and papers on the subjects tabled by the Chairpersons of the Board,

Anxious to minimize the number of agenda items, often resulting from the many separate reports requested in previous decisions,

Conscious of the increasing pressure of business on the Executive Board and the difficulties in the dispatch of business faced by recent meetings due to, *inter alia*, increased volume and late arrival of documentation,

Conscious also of the need to facilitate effective participation of all members of the Board in its activities and deliberations,

Recognizing that the increased volume of documentation disseminated by traditional physical transfer is not conducive to the cost-effective and early distribution of documentation to Board members,

1. Decides to improve further its procedures and to rationalize the utilization of time of the regular Board sessions as follows:

(a) Before the end of each regular session, the secretariat, in consultation with the Bureau, should propose for Board approval the list of information requested in Board decisions and whether such information shall be addressed in the Executive Director's report or as separate reports;

(b) The secretariat should explore the possibility of the electronic transfer of documentation, such transfer to commence with the permanent missions in New York;

(c) The Bureau should examine all proposals and views on the Executive Board's working methods and organization expressed during the present and previous regular and organizational sessions and views on the subject expressed by 31 August 1992 and prepare recommendations aimed at improvement of the Executive Board's working methods and organization for consideration at the 1993 winter organizational session;

2. Requests the secretariat to make the documents available in good time in all the working languages of the United Nations.

1992/9. Update of "An overview of UNICEF policies, organization and working methods"

The Executive Board,

Recognizing the necessity for detailed and up-to-date information about UNICEF policies, organization and working methods,

Requests the Executive Director to prepare an updated version of "An overview of UNICEF policies, organization and working methods" (E/ICEF/670/Rev.3) for the Executive Board at its 1993 session.

1992/10. Universal Children's Day

The Executive Board,

Recalling United Nations General Assembly resolution 836/IX of 14 December 1954 on Universal Children's Day, resolution 1386/XIV of 20 November 1959 on the Declaration of the Rights of the Child and resolution 44/25 of 20 November 1989, in which the Assembly adopted the Convention on the Rights of the Child,

Considering that the adoption of the Convention represented a major milestone in the recognition and protection of the rights of the child,

Bearing in mind the desirability of disseminating as widely as possible information on the rights protected under the Convention and on United Nations efforts to promote the effective enjoyment of those rights,

Acknowledging that the observance of a Universal Children's Day should take the form of an effective expression of the support of the international community for the rights of the child,

Invites all States to observe each year, on 20 November or on a day they consider appropriate, Universal Children's Day, with special emphasis on the promotion of the Convention.

1992/11. Report of the Executive Director: proposals for reform of United Nations operational activities

The Executive Board,

Bearing in mind General Assembly resolution 44/211 of 22 December 1989 on the comprehensive triennial policy review of operational activities for development of the United Nations system, and General Assembly decision 46/465 of 20 December 1991,

Bearing in mind also General Assembly resolution 45/264 of 13 May 1991 on the restructuring and revitalization of the United Nations in the economic, social and related fields,

Taking note of the report of the Executive Director contained in document E/ICEF/1992/2 (Parts I and II), of the introductory statement of the Executive Director (E/ICEF/1992/CRP.21), as well as of the views of the members of the Executive Board expressed during the general debate,

Takes note of the Executive Director's statement as a useful contribution to the forthcoming debate in the high-level segment of the Economic and Social Council under the agenda item entitled "Enhancing international cooperation for development: the role of the United Nations".

1992/12. Medium-term plan for the period 1992-1995

On the recommendation of the Programme Committee,

The Executive Board,

Having reviewed the medium-term plan for the period 1992-1995 (E/ICEF/1992/3),

Recalling that the programme objectives and strategies elaborated in the medium-term plan basically reaffirm policy decisions taken by the Executive Board in recent years, notably decision 1990/2 (E/ICEF/1990/13) on development goals and strategies for children, priorities for UNICEF action in the 1990s (E/ICEF/1990/L.5) and decision 1991/10 (E/ICEF/1991/15) on the role of UNICEF in the follow-up to the World Summit for Children,

1. Reaffirms the priority of the country programming process in all UNICEF field activities and the continued need for strengthening decentralization of UNICEF activities;

2. Also reconfirms that the situation analysis should be broad and holistic and as such form the basis for UNICEF advocacy on behalf of children as well as for the identification, by the Government concerned, of the priority needs. The programme cooperation should further take into account relevant Executive Board decisions, UNICEF comparative advantage and past experiences, as well as the mandates and strengths of other agencies and organizations involved;

3. Endorses the programme objectives as contained in the medium-term plan, taking into account the comments and suggestions made by Board members during the discussion of the plan;

4. Approves, as a set of indicative targets, the distribution of resources by major programme sectors as indicated in paragraph 271 and table 4 of the medium-term plan, bearing in mind that the exact figures are not predetermined globally but are arrived at through the country programming process, and as such may not meet fully the targets indicated;

5. Invites the donor community to take into account these indicative sectoral funding targets so that their contributions, especially to supplementary funds, will assist in enabling UNICEF to achieve these targets.

1992/13. Follow-up to the World Summit for Children

On the recommendation of the Programme Committee,

The Executive Board,

Having reviewed the Executive Director's progress report on the follow-up to the World Summit for Children (E/ICEF/1992/12),

Recognizing that the follow-up to the World Summit for Children has been substantial and widespread and that a serious start towards the realization of the goals adopted by the World Summit has been made by many countries,

Aware that implementation of the World Summit Declaration and Plan of Action will be the subject of a report by the Secretary-General to the General Assembly through the Economic and Social Council,

Recalling also that the Secretary-General of the United Nations was requested by the World Summit to arrange for a mid-decade review, at all appropriate levels, of the progress being made towards implementing the commitments of the World Summit Declaration and Plan of Action,

Aware also that Agenda 21 (A/CONF/151/PC/L.72) of the recently concluded United Nations Conference on Environment and Development has endorsed the goals of the World Summit for Children and called upon Governments to implement them as an important step towards sustainable development,

Mindful that the national programmes of action (NPAs) can be valuable means for all States in implementing the Convention on the Rights of the Child,

1. Welcomes the initiatives taken by all States to expedite the implementation of NPAs and other follow-up measures to the World Summit for Children, including the Organization of African Unity International Conference on Assistance to African Children, the League of Arab States High-Level Meeting on Children, the Second South Asian Association for Regional Cooperation Conference on Children and the review of World Summit follow-up organized as part of the Ibero-American Summit and the Summit of Central American States and the Caribbean Summit for Children;

2. Invites countries that have not taken any action towards, or are delayed in, the preparation of NPAs to complete these expeditiously as part of the solemn commitment their heads of State or Government undertook by signing the Declaration and Plan of Action;

3. Requests those countries in which NPAs are in draft or outline form to finalize them and to move them to the implementation stage;

4. Suggests that Governments develop, review and implement NPAs with the active participation of all relevant sectors of society, including non-governmental organizations;

5. Invites countries to integrate their NPAs in the national planning process by incorporating them into long- or medium-term development plans or public investment programmes where they exist;

6. Further invites all States to re-examine their national budgets with a view to increasing the relative share allocated for the fulfilment of the goals of the World Summit for Children;

7. Invites, in this respect, donor countries, in particular those in a position to do so, to consider increasing their development assistance budgets with a view to according a higher priority for achieving the goals of the World Summit for Children as adapted in NPAs of developing countries;

8. Invites United Nations agencies and international financial institutions that have not done so to develop plans and programmes for World Summit follow-up and to report to their respective governing bodies, in accordance with paragraph 35 (i) of the World Summit Plan of Action, and all relevant agencies to provide support at the country level for the preparation and implementation of NPAs;

9. Invites the Committee on the Rights of the Child to make full use of NPAs in reviewing progress made by States parties in their implementation of the Convention on the Rights of the Child;

10. Requests the Executive Director to submit to the regular session of the Executive Board in 1993 a report on the implementation of the present decision;

11. Recommends that the Economic and Social Council and the General Assembly give appropriate priority to the review of progress on the follow-up to the World Summit for Children in accordance with General Assembly resolution 45/217 of 21 December 1990.

1992/14. Reorganization and consolidation of global funds

On the recommendation of the Programme Committee,

The Executive Board,

Emphasizing the importance of country programmes as the central driving force of UNICEF development activities for children and women, _Appreciating_ the value of selected global funds as a useful facilitator for and supplement to country programmes,

Noting the proposal of the Executive Director to consolidate existing global reserves and interregional projects into the following funds:

(a) Interregional Fund for Programme Preparation, Promotion and Evaluation (IFPPE);

(b) Regional Fund;

(c) Emergency Programme Fund;

(d) Programme Fund for the 1990s Goals (PF90s);

Affirming the value of the Emergency Reserve Fund as a means to allow UNICEF to react swiftly to natural and man-made disasters in close coordination with other operational agencies,

Considering that the aim of UNICEF should be to incorporate programme preparation and evaluation as essential, regular activities,

Recognizing the need for UNICEF to have a global instrument for introducing new and innovative approaches in country programmes, thereby contributing to flexibility in UNICEF operations,

Noting that the proposed PF90s encompasses a wide array of diverse activities,

1. _Commends_ the UNICEF secretariat and the Reference Group for their excellent proposals for improving the clarity and transparency of global funds;

2. _Takes note_ of the Executive Director's proposals for the reorganization and consolidation of global funds;

3. _Decides_ that the Emergency Reserve Fund will be renamed the Emergency Programme Fund;

4. _Also decides_ that IFPPE and the Regional Fund will be retained and used primarily for global and regional activities, respectively;

5. _Requests_ the Executive Director as of 1 January 1994 to narrow the focus of PF90s to include those initiatives designed to introduce and accelerate new and innovative approaches in country programmes and to report to the 1993 Executive Board on the steps being taken to accomplish these objectives and their implications;

6. _Requests_ that in the event of identifying a need to accelerate progress, particularly in country programmes, towards goals for the 1990s, the Executive Director present to the 1993 Board proposals set out in the clear and transparent format recommended by the Executive Director for future presentation of budgets;

7. Suggests that all activities supported by PF90s, if successful, should be incorporated into country programmes within five years; otherwise, they should be terminated;

8. Requests the Executive Director to present to the Executive Board as part of the budget process, clear criteria for the formulation and appraisal of activities to be supported by IFPPE, the Regional Fund and PF90s.

1992/15. Proposals for UNICEF cooperation and programme reviews

On the recommendation of the Programme Committee,

The Executive Board

1. Approves the following recommendations of the Executive Director for programme cooperation as summarized in document E/ICEF/1992/P/L.2 and Add.1:

(a) $178,275,000 for general resources funding, of which $168,430,429 are for new general resources funding, and $192,384,000 for supplementary funding for programme cooperation in Africa;

(b) $65,060,000 for general resources funding, of which $64,155,376 are for new general resources funding, and $99,059,000 for supplementary funding for programme cooperation in the Americas and the Caribbean;

(c) $154,201,000 for general resources funding, of which $144,330,626 are for new general resources funding, and $238,888,000 for supplementary funding for programme cooperation in Asia;

(d) $22,379,000 for general resources funding, of which $22,291,618 are for new general resources funding, and $35,025,000 for supplementary funds for programme cooperation in the Middle East and North Africa;

2. Approves an amount of $451,172 to cover overexpenditure.

1992/16. Recommendation for the use of global funds

On the recommendation of the Programme Committee,

The Executive Board,

Adopts the following resolutions, as amended, as contained in the recommendation for use of global funds (E/ICEF/1992/P/L.48) and in the statement of the Chairman of the Programme Committee on its meetings (E/ICEF/1992/P/L.49):

Resolution 1

General resources programme budget estimates for the biennium 1992-1993 a/

The Executive Board

1. *Approves* the increase of $17.5 million in the programme budget of the Programme Fund for the 1990s Goals;

2. *Approves* the amount of $6,132,412 to replenish the Emergency Programme Fund for 1992 and an additional amount of $7 million for 1993 to bring the total approved planning level for the biennium to $14 million;

3. *Resolves* that the general resources programme budget estimates for the biennium 1992-1993 be revised as follows:

(In thousands of United States dollars)

	Headquarters	Field	Total
IFPPE	25 000	-	25 000
Regional funds	-	26 830	26 830
PF90s			
Health			
Mortality Reduction Reserve	4 900	18 000	22 900
Bamako Initiative	2 500	6 821	9 321
AIDS	1 874	1 572	3 464 b/
Children's Vaccine Initiative	4 493	150	4 643 b/
Dracunculiasis (guinea worm) eradication	1 500	1 475	2 975
Subtotal, Health	15 267	28 018	43 285
Nutrition			
Nutrition	1 237	1 074	2 311 b/
Food and nutrition surveillance	244	391	635
Control of iodine deficiency disorders (IDD)	2 806	-	2 806
Subtotal, Nutrition	4 287	1 465	5 752
Water supply and sanitation	960	1 040	2 000 b/
Education	4 031	12 622	16 653 b/
Children in especially difficult circumstances	420	258	678 b/
Women	871	1 129	2 000 b/
Child monitoring	1 350	2 734	4 084 b/
Environment	1 071	1 519	2 590 b/
Global communication support	296	844	1 140 b/
Subtotal, PF90s	28 553	49 629	78 182
Emergency Programme Funds	1 300	12 700	14 000 b/
Total, Consolidated global funds	54 853	89 159	144 012

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a/ See table 3a of document E/ICEF/1992/P/L.48.

b/ With new/additional request for funds.

4. Approves an amount of $144,012,000 for the programme budgets for the biennium 1992-1993, as revised;

5. Decides that the Executive Director be authorized to administer in the most efficient and effective manner the provisions under each of the funds. The Executive Director may, without further authorization of the Executive Board, transfer, if necessary, into any one of the existing activities or establish new initiatives within each fund an amount not exceeding 10 per cent from each activity.

Resolution 2

Supplementary funds programme budget estimates for the biennium 1992-1993 [a]

The Executive Board

1. Approves an increase of $23.1 million in the supplementary funds programme budget;

2. Resolves that the supplementary funds programme recommendations for the biennium 1992-1993 be revised as follows:

	(In thousands of United States dollars)		
	Headquarters	Field	Total
IFPPE	-	-	-
Regional funds	-	8 904	8 904
PF90s			
Health			
Mortality Reduction Reserve	600	79 169	79 769 [b]
Bamako Initiative	-	27 635	27 635
AIDS	500	4 049	4 549
Children's Vaccine Initiative	9 500	500	10 000
Dracunculiasis (guinea worm) eradication	-	-	-
Essential drugs	400	4 194	4 594
Subtotal, Health	11,000	115 547	126 547

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[a] See table 3a of document E/ICEF/1992/P/L.48.

[b] Includes supplementary funds approved for cooperation with Rotary International for polio eradication amounting to $40,240,000, of which $28,240,000 is funded and already allocated to countries.

	(In thousands of United States dollars)		
	Headquarters	Field	Total
Nutrition			
Nutrition	200	800	1 000
Food and nutrition surveillance	450	5 200	5 650
Control of iodine deficiency disorders (IDD)	2 049	-	2 049
World Health Organization (WHO)/ UNICEF Joint Nutrition Programme	-	4 123	4 123 c/
Subtotal, Nutrition	2 699	10 123	12 822
Water supply and sanitation	-	5 000	5 000
Education	-	6 000	6 000
Children in especially difficult circumstances	750	4 172	4 922
Women	-	3 000	3 000
Child monitoring	350	4 650	5 000
Environment	-	6 000	6 000
Global communication support	-	3 124	3 124
Subtotal, PF90s	14 799	157 616	172 415
Emergency Programme Funds	-	-	-
Total, Consolidated global funds	14 799	166 520	181 319

3. Approves a total recommendation of $181,319,000 for supplementary funding for the biennium 1992-1993.

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c/ This programme was approved by the Executive Board in 1982 and is thus already funded.

Resolution 3

Supplementary funds programme plan estimates for the biennium 1994-1995 a/

The Executive Board

Approves the following amount of $27,600,000 to be raised from supplementary funds for the biennium 1994-1995, to be broken down as follows:

	(In thousands of United States dollars)
PF90s	
Health - AIDS	3 000
Health - Children's Vaccine Initiative	6 000
Nutrition	1 000
Water supply and sanitation	5 000
Education	4 000
Children in especially difficult circumstances	2 500
Women	2 500
Child monitoring	0
Environment	3 000
Global communication support	600
Total	27 600

1992/17. Children's Vaccine Initiative

On the recommendation of the Programme Committee,

The Executive Board,

Taking note of the report of the Executive Board contained in the document entitled "Participation in the Children's Vaccine Initiative" (E/ICEF/1992/P/L.46 and Corr.1), and the recommendation for continuing UNICEF participation in the Children's Vaccine Initiative, which is included in the document entitled "Recommendation for use of global funds" (E/ICEF/1992/P/L.48, paras. 17 to 29),

Acknowledging the achievement of the 1990 goal of universal child immunization, including the key role played by UNICEF in this achievement, and the critical role of child immunization in public health infectious disease control,

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a/ See table 3a of document E/ICEF/1992/P/L.48.

Stressing the importance of strengthening and sustaining these programmes, including improving their efficiency and cost effectiveness,

Stressing the importance of full involvement of both scientific institutions and the public health sector in developing countries,

Appreciating the progress made in organizing the Children's Vaccine Initiative during the past year,

Bearing in mind the close link between the Children's Vaccine Initiative, the Vaccine Independence Initiative (E/ICEF/1991/P/L.41) and the global expanded programme on immunization, as described in the paper entitled "Assuring vaccines for the children of the 1990s" (E/ICEF/1992/CRP.17),

1. Reaffirms its decision 1991/16,

2. Requests UNICEF to continue to collaborate closely with other parties in support of Children's Vaccine Initiative activities through actions set forth in the above resolution, and by:

(a) Strengthening the vaccine delivery system through integrating immunization activities with other key maternal and child health interventions, targeted operations research in cold-chain and sterilization management and technology in order to improve vaccines and vaccine delivery systems to meet actual field conditions;

(b) Assuring the availability of low-cost, high-quality vaccines for developing countries through advocacy to vaccine manufacturers to keep prices low for international procurement and, where appropriate, management of the Vaccine Independence Initiative, and support to regional and/or local production and quality control of vaccines;

(c) Contributing towards the global immunization targets through extensive support for disease surveillance, including studies of vaccine side effects, at country and regional levels;

(d) Facilitating the introduction of new and improved cost-effective vaccines into the expanded programme on immunization through appropriate studies, the use of the Vaccine Independence Initiative, revolving funds, and other appropriate mechanisms;

3. Approves $3 million in additional funds for the 1992-1993 biennium from general resources;

4. Requests the Executive Director to:

(a) Forward to the Executive Board in 1993 the progress report on the Children's Vaccine Initiative;

(b) To present to the Executive Board in 1993:

(i) Specific information on UNICEF involvement and, if needed, information on the strategic plan with estimated costs and source of funds by donor;

(ii) A recommendation for continuing UNICEF participation in the Initiative for the biennium 1994-1995 with a proposed budget;

(iii) A review and budgetary analysis of past UNICEF investment in immunization-related activities;

(iv) A projection of future vaccine requirements and investments through 1999, including the participation of UNICEF.

1992/18. Special Adjustment Facility for Latin America and the Caribbean

On the recommendation of the Programme Committee,

The Executive Board,

Welcoming the completed mid-term evaluation of the Special Adjustment Facility for Latin America and the Caribbean (SAFLAC) contained in document E/ICEF/1992/L.15,

Considering that SAFLAC constitutes an innovative mechanism that reflects, in a concrete manner, the concept of "adjustment with a human face", as defined by UNICEF,

Also taking into account that SAFLAC does not create new structures in the administrative management of UNICEF,

1. Decides:

(a) To consider giving adequate financial support to SAFLAC, taking into account its positive impact on the work of UNICEF in Latin America and the Caribbean;

(b) To request the Governments of Latin America and the Caribbean to give maximum support to assure effective implementation and continuity of projects under SAFLAC so that the objectives for which they were designed can be fully accomplished;

2. Decides to consider the renewal or expansion of SAFLAC at its next regular session in 1993, and requests that the Executive Director present at that time concrete recommendations with the purpose of strengthening SAFLAC in the following aspects:

(a) Adequate balance between the formulation and the implementation of projects, and between social mobilization and related policy projects and demonstration of innovative approaches;

(b) Capacity of institutions to implement action;

(c) Training of human resources for long-term capacity-building.

1992/19. Central and Eastern Europe, the Baltic States and the Commonwealth of Independent States

On the recommendation of the Programme Committee,

The Executive Board,

Recalling decisions 1990/5 and 1991/20 on Central and Eastern Europe,

Inspired by the commitment of the World Summit for Children to ameliorate the situation of children in all countries and ensure a better future for every child,

Reconfirming the UNICEF commitment to concentrate its financial support to developing countries,

Recognizing the necessity to address effectively the pressing problems faced by children in Central and Eastern Europe, the Baltic States and the Commonwealth of Independent States undergoing transition towards market economies, in particular in the context of national programmes of action,

Noting the Executive Director's report on UNICEF activities in Central and Eastern Europe, the Commonwealth of Independent States and the Baltic States (E/ICEF/1992/L.14),

Emphasizing the importance of an integrated United Nations system approach to, and an integrated United Nations system presence in, the countries concerned,

1. Recognizes the need to enhance the role of UNICEF in Central and Eastern Europe, the Baltic States and the Commonwealth of Independent States on a temporary basis, while maintaining and strengthening its existing commitment to concentrate its financial support to the developing countries;

2. Calls for the development of UNICEF activities in the countries of Central and Eastern Europe, the Baltic States and the Commonwealth of Independent States in the areas of advocacy, technical assistance, training and programme support, where appropriate;

3. Requests the Executive Director to undertake activities to address, in an integrated manner, the specific problems of children and women in the countries concerned, in close cooperation with the relevant organizations of the United Nations, using in particular the Administrative Committee on Coordination and the Joint Consultative Group on Policy, and further requests the Executive Director to cooperate with other multilateral agencies and organizations, including regional integration organizations, especially the European Community and non-governmental organizations;

4. Approves those recommendations of the Executive Director contained in paragraphs 66, 67, 70-72 and 74 and 75 4/ of document E/ICEF/1992/L.14;

4/ The paragraphs read as follows:

"66. In all Central and Eastern European and CIS countries, the Executive Director should be authorized to continue a programme of support consisting of advocacy, policy support and analytical work focused on:

"(a) Support for the development of child-focused policies in the context of the move to market economies;

"(b) Support for the development of low-cost policies for health, nutrition, water supply, sanitation and basic education, which draw on UNICEF experience in other parts of the world;

"(c) Support for the preparation of situation analyses of children and national programmes of action as guidelines for the above.

"67. This support would be provided through technical assistance and information exchange, including the organization of workshops, study visits, etc. Where possible and appropriate, these should be provided in collaboration with the United Nations and other agencies.

"...

"70. With regard to field locations, experience has shown that, in a few cases, the posting of an international staff member funded from supplementary funds may be necessary to ensure monitoring and creative policy interaction. At present, this is the case in Romania (since January 1991), Yugoslavia (since November 1991) and Albania (since March 1992). The provision of exceptional support in other countries may require other such assignments in a few cases. In those places, field positions would be project posts funded from supplementary funds. The uncertainty of the situation and likely short-term nature of assistance would make the establishment of core posts inappropriate. UNICEF is strongly committed to locating any staff, wherever possible, in a general United Nations office, according to policies on common premises already agreed upon by the Board. Consultations are already under way with UNDP in this regard.

"71. In addition to the above, the Executive Director should be authorized to provide, on an exceptional basis and in response to specific requests, programme support for children and women in vulnerable situations, using supplementary funding provided from special contributions using normal UNICEF procedures. UNICEF would accept such contributions on the understanding that donors would not reduce their ongoing contributions to UNICEF for work in developing countries.

5. Decides that for 1992-1994, funding for advocacy and policy work in Central and Eastern Europe, the Baltic States and the Commonwealth of Independent States ($1 million additional in 1992; $2 million per year for 1993-1994), plus funds to cover two additional international Professional and two additional General Service posts, be utilized from the administrative and programme support budget, and further requests the Executive Director to include this appropriately in this budget;

6. Authorizes the Executive Director to provide, on a temporary basis and under exceptional circumstances, technical assistance to non-qualifying countries from supplementary funds;

7. Requests the Executive Director to submit to the Executive Board country programme recommendations for establishing national programmes in countries satisfying criteria for UNICEF assistance, to be financed from general resources and especially through supplementary funds;

(continued)

> "72. In addition to exceptional expenditures on this basis, the Executive Director should be authorized to encourage other organizations and agencies to respond to the urgent needs of children in Central and Eastern European and CIS countries. To avoid a diversion of resources, UNICEF should advocate particularly for the deployment in the interests of children resources previously committed to military purposes. In order to facilitate the operations of other agencies, UNICEF procurement services may be used for the provision of essential drugs and other urgently needed supplies.
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> "...
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> "74. Such programmes would be based on recommendations to be prepared and presented to the Executive Board. Pending examination of these recommendations, and taking into account the acute and continuing needs identified by the UNICEF/WHO collaborative missions carried out in February 1992, emergency funds may be deployed to respond to short-term critical needs as they arise.
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> "75. In the countries of Central and Eastern Europe and the CIS that would normally not be eligible for UNICEF programme cooperation, the Executive Director should be authorized, on an exceptional basis, to provide limited assistance to meet the most urgent needs of women and children through funds that might be made available in response to a special emergency appeal in line with normal UNICEF practice. The Executive Director should also be authorized to make available the services of the UNICEF warehouse at Copenhagen for reimbursable procurement of essential supplies and equipment to meet the urgent needs of women and children during the difficult transition period of the next two to three years."

8. Invites all countries, in particular those developed countries in a position to do so, to consider increasing their contributions to UNICEF so that it may meet the growing demand for funds without reducing its assistance to developing countries;

9. Supports the establishment, where appropriate, and development of National Committees for UNICEF;

10. Requests the Executive Director to review this support and to report to the Executive Board at its 1993 regular session on the situation and needs of children and women, as well as on the implementation of UNICEF programmes and activities in the countries concerned.

1992/20. Children and mothers: victims of the Chernobyl disaster

On the recommendation of the Programme Committee,

The Executive Board,

Recalling General Assembly resolutions 45/190 of 21 December 1990 and 46/150 of 18 December 1991,

Affirming its decision 1991/21,

Bearing in mind the provisions of the World Declaration on the Survival, Protection and Development of Children and the Plan of Action for Implementing the Declaration in the 1990s related to children in especially difficult circumstances, including those victims of man-made disasters who are exposed to radiation,

1. Urges the Executive Director, as requested by the General Assembly in its resolution 46/150, to continue the consideration of possible technical and other specialized assistance and specific actions to children and mothers living in the areas most affected by the accident at the Chernobyl nuclear power plant, particularly in Belarus, the Russian Federation and Ukraine, in close cooperation with the United Nations Coordinator of International Cooperation for Chernobyl, taking into account the Joint Plan of international cooperation to mitigate the consequences of the Chernobyl disaster;

2. Requests the Executive Director to continue to provide, in full coordination and cooperation with efforts envisaged by the United Nations system, all appropriate support and assistance to children and mothers who are victims of the Chernobyl disaster;

3. Also requests the Executive Director to report to the Executive Board at its 1993 session on progress made in the above-mentioned activities as a part of the report of the Executive Director.

1992/21. Ensuring child survival, protection and development in Africa

On the recommendation of the Programme Committee,

The Executive Board,

Recalling its decision 1991/13, and its decision 1990/9,

Mindful of the many developments seriously affecting children and women in Africa,

Recalling with appreciation the commitment of the international community and UNICEF to Africa as the region of greatest need and highest priority at present, particularly bearing in mind the pressures of new developments on UNICEF resources,

Emphasizing the importance of ensuring sustainability in UNICEF programmes aimed at the significant role of women in child survival, protection and development through enhancing national capacity-building,

Taking note of the significant number of under-funded and unfunded supplementary funding programmes in Africa,

Bearing in mind the Organization of African Unity (OAU) resolution CM/Res.1360 (LIV) on convening an international conference on assistance to African children in the context of the follow-up of the World Summit for Children,

1. Reaffirms the commitment of UNICEF to Africa as the region of highest priority at present and its commitment to assist those countries to fulfil the goals of the 1990s, as confirmed at the World Summit for Children;

2. Calls upon UNICEF, in collaboration with other relevant United Nations agencies and the international community, to continue providing emergency assistance to refugee and displaced women and children, particularly those living in areas affected by armed conflict and natural disasters, inter alia, drought and desertification, in accordance with its mandate;

3. Requests UNICEF to undertake all possible measures to continue translating this priority into reality through, inter alia:

(a) Increasing its fund-raising efforts for supplementary funding of programmes in Africa, with the aim of increasing substantially the proportion of comprehensively funded programmes within the biennium;

(b) Strengthening national capacity for the purpose of sustainability;

4. Notes that some African countries have finalized their national programmes of action; and calls upon the recipient countries to re-examine their national programmes and financial resources in order to give priority to children, as called for in the World Declaration and Plan of Action on the Survival, Protection and Development of Children of the World Summit for Children;

5. Calls upon the donor community to increase further its development cooperation in Africa in order to assist in the achievement of the goals laid out in the Declaration and Plan of Action of the World Summit for Children;

6. Takes note of the OAU initiative to convene an International Conference on Assistance to African Children in Dakar, Senegal, on 25-27 November 1992;

7. Calls upon:

(a) All States, as well as relevant international organizations and non-governmental organizations (NGOs), to participate actively, and at the highest possible level, for the success of the OAU Conference;

(b) The African countries that have not yet done so, to complete their national programmes of action before the conference;

(c) UNICEF to continue to support OAU as appropriate for the success of the conference;

10. Urges further other United Nations agencies, NGOs and multilateral financial institutions to participate, within their fields of competence, in the achievement in Africa of the goals of the Declaration and Plan of Action of the World Summit for Children;

11. Requests UNICEF to support the efforts of African countries to examine the long-term funding requirements for implementing the national programmes of action of their countries, so as to identify ways of mobilizing international funds to supplement national resources aimed at achieving the goals of the Summit Declaration and Plan of Action;

12. Requests the Executive Director to report to the Executive Board at its 1993 regular session on the implementation of the present decision, including this recommendation for future activities in ensuring child survival, protection and development in Africa.

1992/22. UNICEF support to Bamako Initiative activities: community-focused health sector development

On the recommendation of the Programme Committee,

The Executive Board,

Recalling previous Executive Board decisions on the Bamako Initiative and the sustainability of health services,

Reaffirming the absolute need to ensure that women and children can have access to relevant, good quality and effective health care, education and social services that are sustainable within currently available levels of recurrent resources,

Acknowledging that UNICEF support to Bamako Initiative activities has increased the involvement of communities in the planning and management of their health care and led to the regeneration of local-level institutions, Endorsing the recommendations of the evaluation of the Bamako Initiative as presented in document E/ICEF/1992/L.20,

Noting that this community-focused approach to health sector development, and the activities of the World Health Organization (WHO) Action Programme on Essential Drugs, have the potential to improve women's and children's access to effective health care,

1. Calls upon UNICEF to continue to promote the community-focused approach to health sector development both within and beyond Africa, in close collaboration with WHO;

2. Requests UNICEF to undertake further field-level operational research, drawing on a range of in-country experiences, to refine the community-focused approach so that it:

(a) Increases the likelihood that community members most in need are able to benefit from high-quality and effective health care services;

(b) Attempts to incorporate alternative financing, including operational research on community health insurance schemes, and/or exemptions as mechanisms to cover those who cannot pay for health care services;

(c) Helps to mobilize and increase the capacity of local populations in efforts to improve their health situation;

3. Requests UNICEF to increase the impact of the community-focused approach by studying (in close cooperation with national, bilateral and other international agencies) its potential to dovetail with policies for the financial and managerial reform of national health systems;

4. Requests UNICEF:

(a) To identify and study other successful examples of community-focused initiatives;

(b) To examine the potential for, and risks of, applying the community-focused approach to the other sectors;

5. Requests the Executive Director to ensure that UNICEF has adequate capacity - at headquarters and in the field - to coordinate the tasks of policy and programme development and operational research, without diminishing resources available to country programmes, and in close collaboration with other relevant organizations, in particular WHO;

6. Calls, in the context of the Bamako Initiative, for further elaboration of the UNICEF health strategy and a progress report on the implementation of the Initiative to be presented at the 1994 regular Executive Board session.

1992/23. Strengthening national capacities

On the recommendation of the Programme Committee,

The Executive Board,

Having considered the report on UNICEF health policies and strategies: sustainability, integration and national capacity-building, contained in document E/ICEF/1992/L.7,

Recalling its decision 1991/11 on the role of UNICEF in support of the establishment of sustainable national health care systems,

Bearing in mind General Assembly resolution 44/211 of 22 December 1989 on United Nations operational activities for development,

Convinced that to achieve UNICEF objectives in favour of children, with a long-term development impact, it is essential that programmes for that purpose be designed and implemented, in accordance with national objectives, under the responsibility of the country concerned,

Requests the Executive Director:

(a) To ensure that national capacity-building is an integral component specifically addressed in all relevant UNICEF programmes in the areas of the formulation of policies and the selection of programme priorities, as well as the design, implementation and evaluation of national programmes and projects;

(b) To include in his annual report to the Executive Board, from 1993 onwards, a section on measures taken with regard to strengthening national capacities.

1992/24. Evaluation

On the recommendation of the Programme Committee,

The Executive Board

1. Reaffirms, in order to assure that all programme areas supported by UNICEF in a country are evaluated in the course of a specific country programme, its decision 1990/4 (E/ICEF/1990/13) that a past review of evaluations and their use as well as a summary of the evaluation plan and structure be included in all country programmes submitted to the Executive Board, that it include evaluations in all of the programme areas assisted;

2. Decides that:

(a) Evaluation at the country programme level, besides being a project-focused effort, should increasingly address programme-level activities and should assess, in a more integrated manner, urban and rural area-based services programmes;

(b) UNICEF should complete the development of, and make available, an enhanced evaluation database at country, regional and global levels to monitor evaluation implementation and to facilitate the learning process;

(c) Headquarters, regional and country offices should examine and, when necessary, take steps to ensure that, as part of the next budget process, the necessary financial and staff resources are available for implementing evaluation plans and for monitoring the use of results;

(d) A three- or four-year thematic rolling evaluation plan should be established as the basis for guiding the assessment of the principal programme areas, strategies and critical factors relevant to UNICEF collaboration, and should be the basis for guiding policy and programme development. Critical factors assessed should include the sustainability of programme action, impact on the poorest groups, development and empowerment benefits for women, stimulation of community participation, social mobilization and the achievement of cost-effectiveness;

(e) Joint evaluations with donors should be continued and intensified. Collaboration with other international and bilateral organizations on operational and applied research, as well as evaluations, should be reinforced where ongoing and should be initiated where it is relevant to areas of activity not yet receiving appropriate attention;

(f) Steps should be taken to strengthen collaboration with Governments on evaluation in order to address the capacity-building and institutional-strengthening requirements through the country programme. Emphasis should be on national and local institutions at the country level, and on inter-institutional links between countries. When useful and required, links with institutions with an international outreach should be encouraged;

(g) Over the next two years, in the context of an overall organizational emphasis, priority for evaluation capacity-building and institutional-strengthening should be given to selected countries in sub-Saharan Africa. In order to improve problem-solving, decision-making and budgeting processes, special attention should be paid to strengthening both subnational and national capacities to assess and plan programme activities, based on evaluation results.

1992/25. Education for development

On the recommendation of the Programme Committee,

The Executive Board,

Confirming the relevance of education for development as a means of sensitizing young people world wide to global issues,

Recognizing education for development as a means of developing in young people important attitudes of peace, tolerance, solidarity, social justice and environmental awareness, Reconfirming the role education for development plays in helping young people acquire the necessary skills that will empower them to promote these values and bring about change in their own lives and in their communities, both locally and globally, in keeping with the call of the Declaration of the World Summit for Children that young people be partners in implementing its Plan of Action,

Recognizing education for development as a highly effective means, not only of promoting the Convention on the Rights of the Child among young people world wide, but also of helping them relate it to their own lives and communities,

Continuing to recognize the wide variety of educational, cultural and national contexts in which education for development must take place,

1. Calls upon the Executive Director to continue to work with National Committees for UNICEF in the area of education for development;

2. Calls upon the Executive Director to encourage National Committees to continue to place education for development in a central role within their advocacy strategies, particularly those which relate to the Convention on the Rights of the Child;

3. Urges the Executive Director to encourage all National Committees to intensify their outreach to young people in their countries through education for development, particularly by strengthening partnerships with practitioners in the various educational sectors and with the producers of television, radio and publications for young people;

4. Encourages the Executive Director to seek opportunities to integrate education for development in curricular development and reform, teacher and facilitator training, and other educational activities in developing countries;

5. Further encourages the Executive Director and National Committees for UNICEF to develop links and partnerships between educators in different countries and regions world wide to encourage exchanges of experience;

6. Urges the Executive Director to maintain and strengthen contact with other United Nations agencies, particularly the United Nations Educational, Scientific and Cultural Organization, and with relevant non-governmental organizations and with institutions and individuals in the professional education community working in the field of education for development.

1992/26. The role of UNICEF in combating the human immune deficiency virus (HIV)/acquired immune deficiency syndrome (AIDS)

On the recommendation of the Programme Committee,

The Executive Board,

Recognizing that the human immune deficiency virus (HIV) and acquired immune deficiency syndrome (AIDS) seriously threaten the social, economic and health status of men, women and children world wide, and that the AIDS pandemic has the potential in some areas for eliminating the gains made through the child survival and development revolution,

Recalling its decisions 1988/7, 1990/18 and 1991/23 endorsing the Executive Director's recommendations that UNICEF undertake programme efforts to combat AIDS, particularly among women and children, provide a policy framework for these efforts and prepare an HIV/AIDS strategy,

Recalling also General Assembly resolution 46/203 of 20 December 1991, Economic and Social Council resolution 1991/66 of 26 July 1991, World Health Assembly resolution WHA 45.35 of 14 May 1992, United Nations Development Programme (UNDP) decision 92/14 of 26 May 1992, and the World Health Organization (WHO) Global Programme on AIDS/Global Management Committee (GPA/GMC) (8)/92.14 of 12 June 1992,

Noting that Executive Board decision 1991/23 requested the Executive Director to report in 1992 on developments in the strategy and implementation of programmes to combat HIV/AIDS that have occurred since the 1989 progress report to the Board,

Noting further the absence of any resource allocations in the Executive Director's report,

Bearing in mind that 8 million to 10 million adults and 1 million children are believed to be infected with HIV and that it is estimated that this number will more than quadruple to 40 million in the next eight years,

Considering that more than 3 million women world wide are already infected with HIV, and millions more are vulnerable, and that the transmission of HIV from pregnant women to their infants is now having a major adverse impact on child health,

Recognizing the work that UNICEF has undertaken thus far related to AIDS, tempered by the knowledge that much more needs to be done world wide,

Further recognizing that approximately one third of the infants born to HIV-infected mothers will themselves be infected,

Noting the report "UNICEF programme approach to the prevention of the human immune deficiency virus/acquired immune deficiency syndrome" (E/ICEF/1992/L.11) and its emphasis on educational, "society-focused" intervention, and the recommendations made in the report,

Taking into account the comparative advantages of UNICEF, including, inter alia, social mobilization, communication at the grass-roots level, support for programmes and actions for children in difficult circumstances, as well as the role of UNICEF as an integral partner in development programmes for HIV/AIDS-vulnerable women and youth,

Taking further into account the important role of UNICEF in alleviating the economic and social consequences of the AIDS pandemic affecting women, uninfected children with HIV-infected parents or those orphaned by AIDS,

1. Requests the Executive Director to take immediate further steps, in close coordination with the WHO/GPA, UNDP, other United Nations agencies, non-governmental organizations and donors, to strengthen the coordination and to accelerate global efforts, including the establishment of and participation in an International AIDS Coordination Forum; and taking into account UNICEF comparative advantage as well as the normative and technical role of WHO/GPA in the overall coordination of international efforts to combat AIDS and the results of the debate on HIV/AIDS of the Coordination Segment of the regular session of the Economic and Social Council in 1992;

2. Urges UNICEF to strengthen collaboration with other United Nations agencies, particularly WHO/GPA and UNDP, to ensure both complementarity and effectiveness of UNICEF activities at the country level in the context of the Global AIDS Strategy and within broadened and strengthened individual country medium-term plans, which are designed to combat HIV/AIDS;

3. Urges the UNICEF Executive Director to give priority to the acceleration by UNICEF of society-focused interventions intended to promote mutual fidelity and responsible sexual behaviour, reduce gender disparity, improve the socio-economic status of women and reduce the vulnerability of youth to sexual and other exploitation;

4. Requests the Executive Director, in coordination with relevant government ministries, to strengthen the role of UNICEF in combating HIV/AIDS, in light of the updated Global Strategy for the Prevention and Control of AIDS approved by the World Health Assembly in resolution WHA 45.35 and the outcome of discussions in June 1992 of the Global Management Committee of the WHO/GPA, to include:

(a) Support to non-governmental, community-based groups which have been shown to play an essential and often unique role in HIV/AIDS prevention, care and community support;

(b) Strengthened efforts, within its mandate, to alleviate the economic and social consequences of the AIDS pandemic;

(c) A particular focus on the problems of AIDS orphans;

(d) Procurement and distribution of internationally approved drugs for the treatment of sexually transmitted diseases (STDs);

(e) Greater attention to the design and implementation of STD and AIDS prevention programmes, in particular programmes for women, in addition to those proposed in the UNICEF strategy for youth;

(f) Strengthen country capacity to design and implement reproductive health programmes, which include access to information and appropriate preventive and curative supplies and services, particularly for youth, with respect for ethical and cultural considerations;

(g) Support to HIV/AIDS programmes for in-school and out-of-school youth, including programmes for children infected with the AIDS virus, in close collaboration with other United Nations agencies;

5. Requests the Executive Director to provide a breakdown of global resource allocations by type of programme, by country, object of expenditure, source of funding and staffing at headquarters and in country offices;

6. Requests the Executive Director to review the UNICEF AIDS programme approach to ensure its consistency with the Global AIDS Strategy and make refinements as necessary;

7. Requests the Executive Director to reconsider, in close collaboration with WHO, the present guidelines for breast-feeding for HIV-positive women, in view of the high risk of malnutrition involved and the general decrease of breast-feeding practices which might result from these guidelines;

8. Requests the Executive Director to include in his report to the Executive Board at its 1993 session information on the implementation of the present decision.

1992/27. Acute respiratory infections

On the recommendation of the Programme Committee,

The Executive Board

1. Endorses the following actions in order to reduce morbidity and mortality caused by acute respiratory infections (ARI), especially in infants and children under five years of age, and decides that the progress made be reported annually in the report of the Executive Director:

(a) Support to ARI control at the national level. While inclusion of ARI control activities in area-based primary health care initiatives, or as part of initial efforts to strengthen district-level health services, is encouraged, UNICEF involvement will be based on support to national ARI control programmes and control activities throughout the country, integrated with other efforts to reduce and prevent infant and young child mortality and morbidity;

(b) Building on existing structures. During the past few years, efforts in some countries to expand immunization coverage have considerably strengthened supply distribution, service delivery networks and other aspects of national health systems. ARI control activities will take full advantage of these improvements and be fully integrated into the basic package of health services offered by peripheral and first-level facilities;

(c) Establishment of clear national policies and plans of action. National policies and plans of action are an essential first step in the development of ARI control programmes. UNICEF will limit support to ad hoc ARI control activities (i.e., the provision of drugs) in countries where this process is not completed or well under way;

(d) Sustainability of ARI control programmes. Effective ARI control requires a functioning health system that can regularly train and supervise staff, provide adequate quantities of antibiotics to all health facilities and handle severe pneumonia or illness through referral to major hospitals. In countries where health systems cannot meet this challenge, emphasis will be given to strengthening the operation and management of health facilities (especially at district and local levels) before ARI control activities are initiated. The establishment of drugs logistics systems, in line with the principles of the Bamako Initiative, will also be encouraged. This process should result in greater community involvement, management and control over local health facilities;

(e) Involvement of community health workers (CHWs) in the diagnosis and treatment of pneumonia. The incidence of death from pneumonia is highest among young children (e.g., under six months of age) and in the poorest, most isolated areas. For these reasons, the involvement of CHWs in locating, treating and referring cases of pneumonia is essential to the long-term viability of control efforts. As soon as adequate services are established in first-level health facilities, national programmes will be encouraged to identify village health workers or CHWs who can be trained either to refer cases to the health system or to act as front-line providers of standard case management;

(f) Full involvement of mothers and communities. Mothers must be taught to recognize signs of serious illness, seek help when necessary and comply with treatment instructions. To do so, efforts must be made to find out what mothers already know and reinforce healthy practices while discouraging negative ones. Without the full involvement of communities, the youngest, most vulnerable children cannot be reached on a sustained, reliable basis. Communications efforts will be promoted to support these activities;

2. Decides that during the next few years, UNICEF will continue to provide support in the following areas:

(a) Adaptation of technically sound norms for diagnosis and treatment, including their application by such health personnel as CHWs, as appropriate;

(b) Training and supervision in the standard case management of ARI, both for health workers at the clinic level and at first-referral facilities and for CHWs in various settings;

(c) Provision of appropriate drugs in reasonable quantities at the initial stage. One of the key objectives of all ARI programmes must be to provide the right drug, to the right child, at the right time, for the right duration. This will be built into the drugs logistics system based on the principles of the Bamako Initiative and supported, controlled and managed by the communities;

(d) Development of sound communication strategies that are fully integrated into national programmes and supportive of reliable, well-established services. First priority will be given to the design and production of teaching and information materials for use by health workers in face-to-face interaction with caretakers of young children. Once standard case management is well established at first-level health facilities and, where appropriate, among CHWs, more extensive, innovative communication activities will be developed, through radio, television and other mass media;

(e) Provision of appropriate technology for the diagnosis and treatment of pneumonia, including timers for counting respiratory rates and oxygen concentrators for use at small hospitals and clinics;

(f) Prevention of pneumonia by ensuring access to immunization, good nutrition and a healthy environment and by promoting breast-feeding. While the initial emphasis of control programmes must be on improving case management to reduce ARI-related mortality, efforts must begin early to reduce the incidence of the disease. Immunization against measles and pertussis is the most effective preventive measure available at present. The development of vaccines against *pneumococcus* and *Haemophilus influenzae* will also receive priority support. Furthermore, UNICEF will support the improvement of interventions to reduce both host and environmental risk factors (e.g., better nutrition and reduced air pollution).

1992/28. UNICEF policy on family planning

On the recommendation of the Programme Committee,

The Executive Board,

Recalling Economic and Social Council resolutions 1989/91 and 1991/93 on the International Conference on Population and Development, as well as General Assembly resolution 45/216 of 21 December 1990 on population and development,

Recalling also its decisions 1990/7 and 1991/11,

Taking note of the joint report on collaborative programming activities of UNICEF and the United Nations Population Fund (UNFPA) in document E/ICEF/1992/L.13,

1. *Requests* the Executive Director to contribute substantively to the 1994 Conference on Population and Development;

2. *Urges* the Executive Director to enhance UNICEF cooperation with all involved agencies and organizations, particularly UNFPA and the World Health Organization, each within its own mandate, as well as non-governmental organizations, at the field level, establishing and monitoring indicators of collaboration in order to support family planning in the context of sustainable national health care systems;

3. *Further requests* the Executive Director to submit a policy paper on the involvement of UNICEF in family planning, taking into account the health of the child and the mother. This paper should be presented for the Board's consideration at its regular session in 1993, with a view to approving it prior to the International Conference on Population and Development in 1994.

1992/29. UNICEF/WHO Joint Committee on Health Policy

On the recommendation of the Programme Committee,

The Executive Board,

Noting the report of the UNICEF/World Health Organization (WHO) Joint Committee on Health Policy (JCHP) special session held at WHO Headquarters in Geneva on 30-31 January 1992,

Endorses the following recommendations contained in paragraphs 23, 29, 42, 45, 52, 56 and 61 of document E/ICEF/1992/L.18:

I. WORLD SUMMIT FOR CHILDREN: FOLLOW-UP ACTION

1. The principal action to be supported by WHO and UNICEF is the strengthening of the national health system with a focus on the district health system based on primary health care (PHC). JCHP recommends that priority attention be given to:

(a) Training and supervision of all categories of national personnel with an emphasis on the team approach;

(b) Logistics and supplies in particular drugs, vaccines and other needs (on which programmes such as the Expanded Programme on Immunization (EPI), the Global Programme on AIDS, as well as programmes on diarrhoeal diseases, acute respiratory infections (ARI), malaria and schistosomiasis depend); this requires intensified use of the Action Programme on Essential Drugs, the Bamako Initiative, other community-based initiatives, and the UNICEF field operation support system;

(c) Community and health education to serve the interests of all programmes by creating public awareness and supplying the basic knowledge people need to take charge of their own health, a critical factor for example in the prevention and control of AIDS - extensive promotion of the booklet, *Facts for Life*, 5/ will empower families to improve their health and strengthen linkages between the community and local health services;

(d) Community involvement and empowerment to ensure people's full participation in planning for and meeting their own needs;

(e) Surveillance, information gathering, monitoring and evaluation with the aim of strengthening national epidemiological capacity to enhance the delivery of strategies, better manage the supply line, and more effectively monitor impact and quality control at all levels of the health system, in particular the district health system, as well as within each programme area; the crucial element to be promoted is routine information exchange to obtain and feed back regular assessments of programme progress as well as suggestions from health workers about solving operational problems;

(f) Biomedical and operational research to harness science to improve the available tools to strengthen the biomedical research required to ensure the highest possible technical standards, and to meet the management needs of the system.

5/ Joint UNICEF, WHO and United Nations Educational, Scientific and Cultural Organization (UNESCO) publication, available from UNICEF, New York.

2. JCHP recommends the following specific programme areas, among others, for collaboration between WHO and UNICEF in support of countries:

(a) Reduction of infant and child mortality - ensuring that in all activities related to reduction of infant mortality there is (i) better application of epidemiological principles and methods; and (ii) the screening of every child brought to a health clinic for any reason, and the linkage of care to ensure that the other elements of health promotion, protection and care are provided;

(b) Women's health, safe motherhood and newborn care - (i) extending technical cooperation in the development of national programmes for maternal and neonatal health within PHC, and encouraging national programmes to establish a focal point for the programme; (ii) research on the organization of maternal health services, and on interventions and programme management of specific conditions such as postpartum haemorrhage and anaemia, unclean delivery/obstetric sepsis, hypertensive diseases of pregnancy, and unwanted pregnancy and unsafe abortion; (iii) training and community education in the context of the district health system; and (iv) the analysis of data from various databases on maternal and newborn health to be issued periodically to facilitate advocacy and information dissemination;

(c) EPI - (i) developing overall immunization plans of action within PHC through the formation and strengthening of technical advisory groups at regional and country level; (ii) training in the management of immunization programmes and disease surveillance and control to strengthen the managerial capacity for implementing PHC activities; (iii) research on improved disease control strategies, improved methods and materials for diagnosis of the EPI target diseases, improved surveillance and programme monitoring tools, and improved methods and materials for the cold-chain and logistic support; (iv) ensuring the supply of vaccines including new vaccines, as well as the quality of vaccines, in the face of increasing costs;

(d) Diarrhoeal diseases - (i) mobilization and advocacy at the highest political level; (ii) promoting correct home management of diarrhoea; (iii) training at all levels of the health system with special emphasis on four-day clinical training courses at health centres and small hospitals; (iv) establishing oral rehydration therapy (ORT) units; (v) ensuring availability of oral rehydration salts (ORS); (vi) improving communications - both interpersonal and by way of the mass media and health education; (vii) evaluation through health facility surveys, household surveys and programme reviews; and (viii) prevention, including promotion of breast-feeding, especially exclusive breast-feeding for the first four to six months of life, measles immunization and personal and food hygiene;

(e) ARI - case management is the essential strategy to avert pneumonia deaths and make an immediate impact on mortality from ARI; WHO and UNICEF will concentrate their support to countries on (i) sound technical and managerial policies and planning, including measures which will enable control activities to reach the people; (ii) training in all these aspects; (iii) ethnographic studies to serve as the basis for local adaptation of generic communication messages; (iv) development of a checklist for supervision of case management; (v) ensuring supplies, particularly through the essential drugs programme and the Bamako Initiative; (vi) monitoring and evaluation of programme activities and health systems research;

(f) Nutrition - WHO/UNICEF collaborative activities include supporting countries (i) to develop and strengthen national nutrition policies; (ii) to combat deficiencies in iodine (in order to eliminate goitre, cretinism and related disorders), vitamin A deficiencies (to combat blindness) and iron deficiencies (to fight nutritional anaemia); (iii) to bring protein-energy malnutrition under control through strategies to ensure household food security, correcting inappropriate feeding practices (particularly in women and children) and to prevent and manage infection and parasite infestation, with a special focus on least developed countries and pockets of poverty in others; (iv) to develop national nutritional surveillance capabilities, strengthen nutrition-related information, education and training, and foster nutrition research;

- An action plan emanating from the major international conference on micronutrient malnutrition jointly convened in October 1991, in Montreal, had been drawn up for presentation to the WHO Executive Board 6/ and the World Health Assembly in 1992: WHO and UNICEF will support country efforts leading to virtual elimination of vitamin A deficiency and iodine deficiency diseases and significant reduction of iron deficiency anaemia; jointly sponsored workshops on micronutrient deficiencies will also be convened at the regional level;

(g) Breast-feeding - common actions include: (i) advocacy and health education adapted to socio-cultural settings; (ii) development of education and information materials; (iii) promoting lactation management and breast-feeding training through a regional network of training centres; (iv) encouraging the provision of social support for breast-feeding women; (v) technical support for the national application of the International Code of Marketing of Breast Milk Substitutes; (vi) operational research, in particular to facilitate the achievement by all women of the infant feeding ideal set out in the Innocenti Declaration;

- The joint launching and support given to the WHO/UNICEF "baby-friendly" hospital initiative provides a focus and starting point for country and community-based action on many of these activities; promotion and support of the concept of "baby-friendly" hospitals should result in their establishment all over the world by the end of 1992;

(h) Water and sanitation - the WHO/UNICEF Joint Monitoring Programme for the Water and Sanitation Sector was signed in March 1990; data relevant to the achievement of the World Summit goals are to be obtained from studies on rural and urban populations with access to safe water supply and sanitation, and on utilization of these systems especially by low-income groups; the Joint Monitoring Programme is planned to be implemented throughout the 1990s with the initial seven countries acting as regional focal points;

(i) Dracunculiasis (guinea worm disease) - WHO and UNICEF will continue to work together to improve and implement: (i) community surveillance

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6/ Document EB89/20.

methodologies; (ii) vector control strategies; (iii) case containment strategies; (iv) mapping of remote villages; (v) strategies for targeting and monitoring the impact of water supply;

(j) Malaria control - collaborative efforts will continue in many endemic countries: (i) to identify those populations at risk to malaria and to improve the diagnosis and management of the disease, particularly severe and complicated cases; (ii) to support operational research on the efficacy of impregnated bednets; (iii) to provide intensified support in health education, the provision of essential supplies and in social mobilization;

- Concerning prophylaxis, which is still desirable in pregnancy, it is necessary to weigh the risks and benefits of the drug available in each local situation; the Ministerial Conference on Malaria (Amsterdam, 26-27 October 1992), organized by WHO and supported by UNICEF, will indicate new areas for intensive collaboration;

(k) Schistosomiasis - (i) the pricing structure of the drug praziquantel is being negotiated with manufacturers, and it is anticipated that UNICEF will participate with WHO in this endeavour; (ii) UNICEF-supported water supply programmes will also be encouraged to consider schistosomiasis as a health monitoring indicator wherever appropriate;

(l) Essential drugs - (i) continuing collaborative operational research activities including drug stability during international transport; (ii) the WHO Action Programme on Essential Drugs will continue to work with UNICEF to establish community-based projects supported by strong drug-sector infrastructures; (iii) the programme in collaboration with UNICEF will continue, through information campaigns, to help educate health care providers and the public in general in the rational use of drugs and will strengthen in particular the capacities at the district level through training in drug management, rational use and monitoring;

(m) Prevention and control of AIDS - (i) world-wide advocacy for implementation of AIDS prevention and control activities by many sectors and ministries; (ii) adoption of quantitative programme goals in order to achieve the reduction of infant and child mortality called for by the World Summit; (iii) educational programmes for youth, both in and out of school, emphasizing safer sexual behaviour and the use of condoms as the main preventive strategy; (iv) social and economic support to children orphaned as a consequence of AIDS, especially in sub-Saharan Africa; (v) collaboration on research and development of vaccines and on interventions to reduce female vulnerability; (vi) using the Bamako Initiative to provide essential drugs for treatment of sexually transmitted diseases and opportunistic infections;

(n) Healthy life-styles for youth - (i) collaboration with other organizations such as the United Nations Population Fund (UNFPA) and youth non-governmental organizations (NGOs) to promote policies and programmes for adolescent health in a variety of international forums; (ii) development of a strategic, long-term plan for joint country activities to be implemented using the integrated, intersectoral and inter-agency approach recommended by JCHP; (iii) initiation of a joint pilot training programme in three countries for personnel working with street children to better deal with the problems associated with substance abuse.

Monitoring and evaluation

3. JCHP recommends that immediate action be taken on the following in areas relating to health, taking into account the discussion in the Committee:

(a) The responsible technical programme in WHO, in consultation with counterparts in UNICEF, to confirm the definitions of proposed indicators related to each health goal;

(b) UNICEF and WHO to identify and agree upon the set of core primary indicators to be initially used for global monitoring;

(c) Prepare a monitoring guideline to be issued, which, as a minimum, should contain: (i) the agreed principles for monitoring the World Summit goals; (ii) the criteria for acceptable indicators; (iii) the current list of proposed indicators giving for each the agreed technical definition, the recommended sources of data and methods of data collection; (iv) the list of types of country level collaboration which UNICEF and WHO can jointly provide from country, regional, and global levels;

(d) Strengthen collaboration with the United Nations Statistical Office, the United Nations Development Programme and UNFPA by broadening a proposed project for monitoring social (human) development beyond household survey methods to include a variety of data sources, and the involvement of a number of agencies in a coordinated manner; a special effort to develop and document methods for measuring mortality and its causes should be included in this proposal, for implementation by the WHO programme on epidemiological surveillance and health situation and trend assessment;

(e) Coordinate monitoring methods development with the World Bank programme on social dimensions of adjustment and the United States Agency for International Development demographic and health survey activity;

(f) Compile a description of indicator databases maintained by various programmes in WHO, Geneva, and UNICEF, New York, to facilitate data-sharing and to reduce duplicate database maintenance;

(g) Compile and share a schedule of global, regional and country level meetings and workshops on the subject of monitoring and evaluation to be convened by either or both organizations.

4. JCHP recommends that the next steps might be: (a) to finalize jointly the choice and definition of core indicators; (b) to produce jointly monitoring guidelines for the country offices of both organizations; (c) to identify country and regional workshops for training staff and nationals and coordinate the staff and financial support for those workshops; (d) to identify specific countries requiring special efforts for the establishment of baseline data for which support is needed; and, (e) to strive to assure that the national input to the health aspects of the mid-decade review be accomplished through the 1994 Health for All monitoring exercise in order to minimize national reporting burdens and that the guidelines for that report be prepared together with UNICEF.

II. MEETING VACCINE NEEDS FOR THE EXPANDED PROGRAMME ON IMMUNIZATION IN THE 1990s

5. JCHP expressed concern about the potential shortfall of high-quality vaccines for national immunization programmes. The WHO and UNICEF Executive Boards and governing bodies should consider urgent action on the following strategies to avert this emerging crisis:

(a) Support to countries which have the capacity to produce vaccines, noting the national commitment and managerial resources required to produce high-quality vaccines, to become self-sufficient, including support to national control authorities to ensure that such locally produced vaccines are of high quality;

(b) Soliciting the support of the donor community to provide greater resources for the procurement of high-quality vaccines for EPI, as well as to consider ways to encourage vaccine producers to provide vaccines at lower prices;

(c) Facilitating, through the Vaccine Independence Initiative, the procurement of high-quality vaccines on behalf of Governments, either with convertible or local currencies;

(d) Establishing the supply of much greater quantities of vaccines of assured quality through current and/or new sources;

(e) Utilising the Children's Vaccine Initiative to help make the use of vaccines more effective (by developing products that are heat stable, involve fewer doses, less wastage and longer shelf-life, and have higher efficacy, etc.), to strengthen the epidemiological capacity to guide use of vaccines, to strengthen capacity to assure quality of current and new vaccines, and to develop and strengthen mechanisms for the supply of vaccines;

(f) Reviewing possible mechanisms for establishing multi-year contracts for vaccine purchase.

III. RESPONSE TO THE CHOLERA EPIDEMIC: POINTS FOR ACTION

6. JCHP recommends that WHO and UNICEF assist Governments in providing emergency responses to cholera outbreaks by:

(a) Establishing intersectoral national cholera control committees;

(b) Conducting initial assessments and identification of high-risk groups;

(c) Developing effective surveillance systems to detect outbreaks and track the spread of the disease;

(d) Supporting measures to disinfect water supplies, identify and control likely major sources of food-borne spread, disseminate key health education messages to affected populations and restrict access to contaminated areas;

(e) Establishing/training mobile teams to organize initial activities in newly affected areas, e.g., set up emergency treatment centres;

(f) Assessing emergency supply needs, procuring these supplies and ensuring timely distribution, e.g., of ORS, intravenous fluids, utensils, antibiotics and laboratory supplies;

(g) Involving community organizations in all phases of emergency action, especially in health education and the setting up of emergency treatment centres.

7. JCHP recommends that WHO and UNICEF assist Governments to achieve cholera preparedness by:

(a) Incorporating cholera control as part of the national diarrhoeal diseases control programme as well as part of five-year programmes of cooperation;

(b) Including cholera control activities as part of the diarrhoeal diseases control component of UNICEF country programmes;

(c) Promoting broad-based community involvement in all aspects of cholera control and prevention, thus empowering communities to respond rapidly and effectively, e.g., through the establishment of community oral rehydration units in cholera-prone areas and among vulnerable groups;

(d) Planning and implementing broad-based health education efforts (through media, schools and other channels) geared towards correct treatment, controlling transmission and preventing cholera incidence;

(e) Consolidating improvements in surveillance, laboratory and reporting systems, which result from experience in controlling cholera outbreaks;

(f) Assessing supply needs, procuring supplies and ensuring timely distribution, especially to particularly cholera-prone areas.

8. JCHP recommends that WHO and UNICEF assist Governments in cholera prevention by:

(a) Developing comprehensive plans for improved water and sanitation systems;

(b) Training food handlers and establishing good manufacturing practices in food processing plants;

(c) Further strengthening health education efforts to promote improved personal, domestic, community and food hygiene practices;

(d) Further improving case management of all diarrhoea episodes, both at home and within health facilities;

(e) Continuing to expand the number and range of ORT providers both within and outside the health system;

(f) Supporting key research projects related to cholera control, e.g., the development of a cholera vaccine, improved formulations of ORS, simple tools for investigation of outbreaks, etc.

IV. MANAGEMENT OF THE DISTRICT HEALTH SYSTEM BASED ON PRIMARY HEALTH CARE

9. JCHP recommends the following common action points for WHO and UNICEF support to the strengthening of district health systems, and submits them to the Executive Boards of WHO and UNICEF for their consideration and endorsement:

(a) The district is the key level of the health system to implement, monitor and expand the health delivery system. Many lessons have been learned from national efforts to improve the management of district health systems, in many cases with support from WHO and UNICEF. The challenge for the future is for WHO and UNICEF to work together effectively and efficiently to further support the strengthening of district health systems through a variety of programme approaches, including the Bamako Initiative;

Country level action - participation and management

(b) Policy analysis and promotion. WHO and UNICEF should work with countries in the analysis of existing policies and programmes, with a view to developing a policy framework to support district health systems. Elements of the required framework include decentralization of health management to the district level, provision for community participation in health development, a strong essential drugs policy, development of appropriate cost-sharing mechanisms, and improved financial management systems. The analysis should ensure that all existing delivery structures, including those of EPI and the programme on maternal and child health and family planning, are reviewed and integrated into the district health system. External agencies are in a key position to cooperate in the provision of technical as well as financial resources to carry out such policy analysis. A variety of processes, which include involvement of national committees and working groups focused on specific issues, can be used to coordinate the reviews and the actions required;

(c) Baseline assessment of progress in implementing PHC at the district level. WHO and UNICEF should work with countries to support and/or assist in sectoral reviews and planning in each of the four areas which have been identified for strengthening of PHC:

(i) Health services delivery. The health system should be reviewed in terms of service content, organization and delivery strategies. Accessibility, coverage and quality of services should be examined, along with management capacity in such areas as planning and monitoring, supply and management information systems;

(ii) Community participation. Existing experiences should be examined to provide a picture of workable approaches for representation, control and responsibilities. Information should also be obtained on management skills and capacity at the community level, and community skills should be enhanced through such measures as functional literacy and numeracy;

(iii) Resource mobilization and allocation. To fully understand the resource requirements at the district level, information is needed on existing community resources and expenditures. The resource gap can be estimated through an assessment of health service needs and resource requirements, and thus permit an analysis of feasible alternatives for obtaining and managing additional resources;

(iv) Management support. The district health system's capacity and materials for in-service training and supervision, as well as the requirements for staff development support, should be ascertained. Estimates of available capacity for transport and or the procurement and distribution of drugs and supplies are needed as a basis on which to plan support to health workers in these areas;

(d) Planning for the strengthening of district health systems. At the district level, plans should be prepared based on the assessment of health service progress and problems. The planning process should include a prioritization of problems, a listing of corrective actions and the levels at which they should be taken, and the identification of steps to address the problems. A critical element of the plan will be the preparation of a budget which details the recurrent and capital costs of implementing the plan;

(e) Support for training, supervision and logistics. Based on the assessments of the gaps in technical and managerial skills of communities and district staff (see (c) (ii) above), WHO and UNICEF can assist in the development of training materials and the training of trainers to work with communities and health workers;

(f) Support for monitoring, evaluation and operational research. The development of district strategies and plans to address the needs identified in the assessment will necessitate the development of indicators for purposes of regular monitoring and evaluation. WHO and UNICEF should assist in the development of management information systems to facilitate these management processes, enabling comparative indicators to be reviewed across districts as a basis for monitoring the improvement of performance. Persistent problems or those that appear across several districts would warrant the design of operational studies to determine solutions;

(g) Planning and resource mobilization at the national level. WHO and UNICEF should collaborate in the setting of national targets for strengthening district health systems, in terms of health units and districts providing effective health services, population coverage and health status improvements. National plans should be prepared, based on the individual district plans. The national plans should clearly indicate health system inputs and outputs and their phasing. The national plan for district health strengthening should be developed as part of the national plans of action, agreed to by countries at the World Summit for Children, detailing how the national goals for the 1990s will be achieved. The national plan will also indicate how WHO and UNICEF will support national actions under the district approach;

Global and regional level action

(h) Support for national capacity-building. WHO and UNICEF should continue to enhance national capacity for strengthening of district health systems through various initiatives, including the Bamako Initiative. Intercountry workshops represent one vehicle for this effort. The workshops should address the different fields of joint activity identified above for the country level. In addition, streamlining and adaptation of training materials, and testing their use in different settings, will facilitate the training of district health staff and community representatives in management and technical skills. WHO and UNICEF should facilitate the gathering and dissemination of appropriate and tested staff training materials used by districts in different countries;

(i) Advocacy and coordination. WHO and UNICEF should systematically incorporate advocacy for district health systems into their discussions with government and external agencies. With Governments, the organizations should stress fulfilment of the policy conditions for strengthening district services, in collaboration with other agencies engaged in these areas. In discussions with other international agencies, WHO and UNICEF should encourage involvement in support of district health systems, and should make efforts to coordinate these activities in order to ensure that district goals are most effectively pursued. WHO and UNICEF should also promote the development of alliances with and among NGOs, in order to influence their strategies for support of district health systems;

(j) Monitoring and evaluation. WHO and UNICEF should bring together and disseminate the results of monitoring and evaluation studies carried out at the national level. The organizations should promote the documentation, exchange and adaptation of experiences with district health systems. Progress in district health system strengthening and the Bamako Initiative should be reviewed regularly by the two organizations, based on the monitoring data collected at national level and compared against the targets which have been set by countries;

(k) Operational research. WHO and UNICEF should promote operational research as an applied tool for strengthening management. It could be used for systematic examination of innovations in such areas as community financing, intersectoral action, management improvements, etc. Emphasis should be placed on finding practical solutions to problems which are common to many countries. The findings should be documented, disseminated and followed up.

10. JCHP recommends that the above points form the basis for the beginning of discussions and planning in practical terms between UNICEF and WHO with a view to supporting countries in the management of their district health systems. The two organizations are requested to develop a specific plan of action and to report on this plan, along with the progress made in achieving it, to the next session of the JCHP.

V. "BABY-FRIENDLY" HOSPITALS: A BREAST-FEEDING INITIATIVE

11. JCHP takes note of the following common action points and recommends their submission to the Executive Boards of UNICEF and WHO for consideration and endorsement. WHO and UNICEF should:

(a) Continue to mobilize various sectors of society globally to be aware of the critical importance of breast-feeding and act accordingly; these sectors include religious institutions, professional organizations, the infant food industry and community organizations;

(b) Strengthen the technical capacity in countries to implement the "baby-friendly" hospital initiative through establishing lactation training and resource centres;

(c) Support countries with programme guidelines to enable them to incorporate the "baby-friendly" hospital initiative in ongoing development of health and nutrition programmes;

(d) Increase the flow of and access to factual information on all areas of infant and child feeding;

(e) Strengthen and extend the existing network of WHO collaborating centres for training of trainers, development of training materials and research, as part of the "baby-friendly" hospital initiative;

(f) Further development, evaluation and widespread application of relevant indicators for infant and young child feeding, for programme monitoring, evaluation and planning, and for certifying a hospital as "baby-friendly";

(g) Facilitate and encourage within-country dialogue and cooperation in support of the "baby-friendly" hospital initiative among the various interested parties, under the direction and guidance of national authorities;

(h) After sufficient experience has been gained with the "baby-friendly" hospital initiative, promote and technically support the extension of the practical application of the concepts of the "baby-friendly" hospital initiative to other aspects of infant and young child nutrition, child survival and maternal health, nutrition, safe motherhood and family planning.

VI. THE ROLE OF UNICEF IN THE PROMOTION AND SUPPORT OF BREAST-FEEDING

12. JCHP endorses, in principle, operative paragraphs 1 to 7 of UNICEF Executive Board decision 1991/22 on the role of UNICEF in the promotion and support of breast-feeding 7/ and recommends their endorsement by WHO and UNICEF.

7/ Economic and Social Council. Documents E/1991/33, E/ICEF/1991/15, New York, 12 June 1991.

13. JCHP recognizes the need of a number of countries for additional information regarding marketing practices for breast milk substitutes and recommends the dissemination of this information to help countries in developing national legislation or other suitable action related to implementation of the principles and aim of the International Code of Marketing of Breast Milk Substitutes.

14. In this connection, and in regard to paragraph 6 of UNICEF Executive Board decision 1991/22, JCHP recommends that future studies of marketing practices be conducted by countries, with the assistance of WHO and UNICEF. JCHP encourages the use of the new methodology of the Common Review and Evaluation Framework, inter alia, to support countries in making such reviews. It is understood that the UNICEF Executive Board resolution refers to breast milk substitutes and not infant foods in a broader sense.

VII. DATE AND PLACE OF THE NEXT REGULAR SESSION OF JCHP

15. It was recommended that, with the consent of the Executive Boards of WHO and UNICEF, the next regular session of JCHP should be held in Geneva immediately following the ninety-first session of the WHO Executive Board in January 1993.

1992/30. UNESCO/UNICEF Joint Committee on Education

On the recommendation of the Programme Committee,

The Executive Board,

Noting the report of the third meeting of the United Nations Educational, Scientific and Cultural Organization (UNESCO)/UNICEF Joint Committee on Education, held at UNESCO Headquarters in Paris on 6 and 7 May 1992,

Endorses the following recommendations adopted by the Joint Committee as contained in paragraph 19 of document E/ICEF/1992/L.19:

> Conscious of the continuing, major challenge to the world community posed by widespread illiteracy, notably among women, limited access to primary education, poor quality and coverage, and insufficient learning achievement, and aware that urgent action is required to achieve the goals of education for all by the year 2000,
>
> Mindful of the great importance of education, especially for women and girls, in respect of health, family welfare, food security, environmental protection, greater productivity, and the exercise of democratic rights and responsibilities,
>
> Convinced that UNESCO and UNICEF need to strengthen further their cooperation as part of the broad alliance among countries, United Nations organizations, donor agencies, non-governmental organizations, the media and other partners which has emerged from the World Conference on Education for All,

Noting with approval the Cooperative Agreement concluded between the UNESCO and UNICEF secretariats in October 1991, in pursuance of the recommendations made by the Joint Committee on Education at its second meeting,

Having examined the progress of UNESCO/UNICEF cooperation in the various priority areas indicated by the Joint Committee, including areas in which more intensive efforts are needed to advance the common goals,

Having reviewed the outcome of the UNESCO/UNICEF inter-secretariat meeting held in February 1992,

Recommends that the Executive Boards of UNESCO and UNICEF:

(a) Urge the two secretariats to do everything within their mandates to appeal to member countries to assign education for all utmost priority in their national development plans and programmes of action, to take exceptional and unconventional measures to speed up progress towards the education for all goals, turning education into an intersectoral concern of society as a whole;

(b) Call upon heads of Government to assume personal leadership in advocacy, social mobilization and monitoring related to the achievement of the basic education goals for the year 2000;

(c) Support the initiative of the two secretariats to employ varying and appropriately complementary approaches to promote universalization of basic education, keeping in mind that different groups of countries might require different modalities of intervention, and that close cooperation of all Jomtien partners needs to be ensured;

(d) Encourage the two secretariats to maintain and strengthen their existing emphasis on promoting basic education in Africa as well as in all least developed countries;

(e) Endorse in particular the joint initiative to promote education for all in the largest and most populous developing countries, noting that significant progress in the universalization of access and better learning in these countries, which comprise two thirds of the world's population, would represent a decisive step towards the achievement of education for all goals;

(f) Call upon the two secretariats: (i) to develop a major joint strategy on meeting the basic educational needs of women and girls in all regions, emphasizing the urgency and size of the challenge and analysing the indispensable quantum leap in both national and international efforts to advance their education; (ii) to try and translate this strategy immediately into national and international plans of action; and (iii) to present progress made in this vital area to the Summit on Social Development and International Women's Conference to be convened by the United Nations in 1995;

(g) Endorse in particular the collaborative project on analysis and dissemination of key innovations in basic education, as already contained in the UNESCO/UNICEF Cooperative Programme; keeping in mind that such analysis, dissemination and cooperative problem-solving are urgently needed, and that if the goals of quality education for all and especially for women and girls are to be met and major obstacles and problems overcome, such innovations which fashion new modalities and alliances and set new standards must be strongly supported and urgently disseminated;

(h) Also endorse the joint project on monitoring of progress towards education for all goals at country level, stressing that this project must primarily seek to strengthen national capacities in this area, that its methods need to be readily applicable, and that first results should be available by the end of 1992;

(i) Request the two secretariats to give greater attention to the critical need for mass provision of basic learning materials in most developing countries and strengthening of national capacities in this area, by examining the feasibility and likely costs of different strategies, by drawing on national experiences and capacities, making use of the parallel work of other institutions and producing a progress report within one year;

(j) Consider the adequacy of the current and planned capacities of the two secretariats to assume effectively the responsibilities involved in carrying out the present recommendations;

(k) Also request the two secretariats to report on the action taken on the above recommendations to the next International Consultative Forum on Education for All, to be held by the end of 1993.

1992/31. Children, environment and development

On the recommendation of the Programme Committee,

The Executive Board,

Recalling the unanimous adoption of the Rio Declaration on Environment and Development and Agenda 21 by the United Nations Conference on Environment and Development on 14 June 1992 in Rio de Janeiro,

Affirming that our planet must be preserved in order to nurture our children, equally, our children must be better nurtured to preserve our planet,

Welcoming that Agenda 21, inter alia, calls on national Governments to ensure the survival, protection and development of children in accordance with the goals endorsed by the 1990 World Summit for Children and that the interest of children are to be taken fully into account in the participatory process for sustainable development and environmental improvement,

Taking into account the Convention on the Rights of the Child and recognizing the fundamental need and right of all children to be protected from the manifestations of environmental degradation which impinges on their well-being, _Welcoming_ that Agenda 21 specifically requests UNICEF to maintain cooperation and collaboration with other organizations of the United Nations, Governments and non-governmental organizations (NGOs) to develop programmes for children and programmes to mobilize children in its implementation,

Recalling that UNICEF Executive Board decision 1989/18 provides the broad policy framework for UNICEF action in support of environment and sustainable development,

1. _Welcomes_ that Agenda 21 includes specific chapters/programmes relating to combating poverty, demographic dynamics, health, drinking water supply and sanitation, women, children and youth, NGOs and education, which are of direct relevance to the activities of UNICEF;

2. _Takes note_ that Agenda 21 has requested the respective governing bodies of the United Nations specialized agencies and related organizations to consider ways of strengthening and adjusting activities and programmes in line with Agenda 21, in particular, regarding projects for promoting sustainable development;

3. _Reiterates_ the interlinkage of children, environment and development and _emphasizes_ the need for a human-centred, poverty-alleviating approach to sustainable development, with a specific focus on "primary environmental care" at the community level, raising of awareness among children and youth for their involvement in practical environmental action, and strengthening of existing and new types of partnership in this area;

4. _Requests_ the Executive Director, in this context, to continue to undertake activities within the framework provided by Executive Board decision 1989/18;

5. _Also requests_ the Executive Director to submit at its 1993 regular session a report that incorporates recommendations for the UNICEF response, primarily through country programmes, for effective implementation of relevant parts of Agenda 21 with due consideration to appropriate inter-agency coordination and collaboration;

6. _Invites_ all countries, in particular those developed countries in a position to do so, to provide funding in a way which maximizes the availability of new and additional resources, thereby enabling UNICEF to play its designated role in the implementation of relevant parts of Agenda 21;

7. _Decides_ to incorporate a separate item entitled "Children, environment and development: UNICEF response to implementation of Agenda 21" in the agenda of its 1993 regular session.

1992/32. _Field visits_

On the recommendation of the Programme Committee,

The Executive Board,

Taking note of decision 90/23 of the Governing Council of the United Nations Development Programme, as well as of decision 91/2 of said organization,

Also taking note of the letter of the Chairman of the Joint Consultative Group on Policy (JCGP) of 6 March 1992, in which he announced the suspension of the programme of JCGP field visits,

Considering that field visits of representatives of member states of the Executive Board will contribute to the functioning of the Executive Board, and in particular of the Programme Committee, by providing better insight into UNICEF work in the field,

Decides that:

(a) In consultation with the Executive Director and host Governments, field visits be carried out by representatives of Board member countries;

(b) It shall determine the programme aspects of field visits, and that the specific terms of reference and the methodology for each visit shall be established by team members, in cooperation with the Executive Director and host Governments;

(c) In selecting the participants for these field visits, it shall take into account the equitable representation of the membership of the Executive Board;

(d) It shall select the countries to be visited (no more than two per field visit) and arrange the timing of such visits, in consultation with the Executive Director and the countries concerned;

(e) Participants in field visits shall submit a report to the Programme Committee at the subsequent regular session of the Executive Board;

(f) The Executive Director shall arrange and service up to two field visits per year, each for an average of six members of the Executive Board;

(g) The expenses of participants from developed countries will be paid by these countries, and the expenses of participants from other countries will be covered on a sliding scale from the UNICEF administrative budget.

1992/33. Financial medium-term plan, 1992-1995

On the recommendation of the Committee on Administration and Finance,

The Executive Board

Approves the medium-term plan (E/ICEF/1992/3) as a framework of projections for 1992-1995 (summarized in table 7), including the preparation of up to $400 million in programme expenditures from general resources to be submitted to the 1993 Executive Board (shown in table 6, item 4). The amount is subject to the availability of resources and to the condition that estimates of income and expenditure made in this plan continue to be valid.

1992/34. UNICEF financial reports

On the recommendation of the Committee on Administration and Finance,

The Executive Board

Notes the following:

(a) Financial report and statements for the biennium ended 31 December 1991 (E/ICEF/1992/AB/L.7);

(b) Report to the United Nations Board of Auditors and the Advisory Committee on Administrative and Budgetary Questions regarding General Assembly resolution 46/183 (E/ICEF/1992/AB/L.3);

(c) Review of expenditures in excess of commitments and unspent commitments for completed projects financed by supplementary funds (E/ICEF/1992/AB/L.11).

1992/35. Headquarters office accommodation

On the recommendation of the Committee on Administration and Finance,

The Executive Board,

Having considered the report on headquarters office accommodation (E/ICEF/1992/AB/L.9) and the report of the Advisory Committee on Administrative and Budgetary Questions (ACABQ) (E/ICEF/1992/AB/L.18),

1. Requests the Executive Director:

(a) To continue to negotiate and refine the proposals already submitted by him and to evaluate any other attractive additional proposals that may be offered;

(b) To continue the review of the non-financial implications of moving most or all of central headquarters from Manhattan;

(c) To submit a recommendation for approval to the Executive Board, through ACABQ, either at the next regular session of the Executive Board in April 1993, or at a special session of the Executive Board called for this purpose, whichever comes first;

2. Authorizes the Executive Director, in order to meet short-term space needs, to lease on a temporary short-term basis, up to a maximum of 15,000 additional gross rentable square feet over the next two years.

1992/36. Recommendations on the structure and format of budget documents

On the recommendation of the Committee on Administration and Finance,

A. Proposed format for global funds programme budgets

The Executive Board

Approves the programme budget policies and the budget formats contained in chapters I to VII in the document on the proposed format for global funds programme budgets (E/ICEF/1992/AB/L.1).

B. Structure and format of the financial medium-term plan

The Executive Board

Notes the structure and format of the financial medium-term plan (E/ICEF/1992/AB/L.12).

C. Income projections

The Executive Board

Notes the income projections (E/ICEF/1992/AB/L.13).

D. Revisions to the budget format for the administrative and programme support budget

The Executive Board

Approves the mock-ups contained in document E/ICEF/1992/AB/L.14 as the basis to revise the associated tables and annexes for the next biennium budget proposal.

E. Criteria for core vs. project posts

The Executive Board

1. Approves the criteria for core and project posts contained in document E/ICEF/1992/AB/L.15;

2. Resolves that the criteria should be applied consistently to all posts at headquarters and in the field;

3. Resolves that the criteria should be used to make appropriate realignments of posts from project to core and from core to project in the upcoming budget review process and that realignments should be presented to the Executive Board in 1993 as part of the administrative and programme support budget and global funds programme budget.

In reviewing the issues in document E/ICEF/1992/AB/L.15, and in beginning the review of various divisions as part of the biennium budget process, it has become apparent that a reorganization of the advisory clusters of the Programme Division needs to be planned. To facilitate more effective management and coordination of advisory services at headquarters, it is proposed that for the 1994-1995 proposed budget, four or five well-defined clusters should be established. Although the planning process for this purpose is still under way, the clusters are likely to be in the areas of health, nutrition, education, water supply/environment/sanitation and an intersectoral cluster to include issues of women, urban child, etc.

The posts heading the programme clusters not only perform the technical advisory functions both at policy and programme levels based on their technical expertise and skills, but also perform management, administrative and leadership functions for their respective clusters, including budget preparation and control, supervision of staff, preparation of work plans, coordination with other sections and representation of the respective clusters within the Programme Division with other parts of the organization, including country and regional offices, and in other key international circles and United Nations agencies.

With these core functions, the posts heading key clusters will be considered as core posts, while other technical posts in the clusters and reporting to the cluster head could be considered as project posts based on their project functions related to technical support in specific programme areas.

F. Budget format for country programme recommendations

The Executive Board

1. Approves the budget formats and the related narrative format proposed for country programme recommendations contained in document E/ICEF/1992/AB/L.17 as the basis to revise the associated tables and annexes for the next biennium budget proposals;

2. Increases the page limitations stipulated by the Bureau in 1990 from 12-14 pages to 13-15 pages for smaller country programme recommendations, and from 16-18 pages to 17-19 pages for medium-sized and longer country programme recommendations, if this is essential to incorporate the additional information proposed in document E/ICEF/1992/AB/L.17.

G. Review of the UNICEF job classification system

The Executive Board

Notes the document on the UNICEF job classification system (E/ICEF/1992/AB/L.16).

1992/37. UNICEF recovery policy

On the recommendation of the Committee on Administration and Finance,

The Executive Board

1. Approves, on an interim basis, the recommendations of the Executive Director as follows:

(a) That the policy of charging a 6 per cent recovery rate to all supplementary-funded projects for non-emergency purposes, excluding those funded by National Committees, non-governmental organizations (NGOs) and host Governments funding their own programmes, shall continue;

(b) That a charge of 6 per cent shall be made on all emergency supplementary-funded programmes, excluding those funded by National Committees, NGOs and host Governments funding their own programmes. The amount recovered should cover both incremental overhead costs in field offices and the costs of headquarters-based administrative and support staff working on emergencies and for which prorated posts have been identified and approved by the Board;

(c) That the procedures for assigning and collecting recovery charges should remain as currently established. The recovery amount, averaged over each biennium, should cover both the incremental overhead costs in field offices and administrative and project support staff as prorated to all supplementary-funded projects and for which related posts have been identified and approved by the Board. The recovery rate shall be applied to actual supplementary-funded expenditure in a given budget year, and in the presentation to donors, the 6 per cent recovery charge should be included as a separate budget item;

(d) That the emergency recovery rate shall be applied immediately to all agreements for emergency contributions signed following approval of the policy by the Board;

(e) That the 6 per cent rate for non-emergency and emergency supplementary-funded contributions shall not be changed without the prior approval of the Executive Board;

2. Requests the Executive Director to review all elements of the structure and adequacy of the recovery policy, taking fully into account the views expressed on this issue by delegations, including, *inter alia*:

(a) Actual overheads incurred for all supplementary-funded programmes both at headquarters and in the field;

(b) Following consultations with the National Committees and the NGO Committee on UNICEF, the implications of the possible extension of the recovery rate to National Committees and NGOs;

(c) The recovery policy of other United Nations agencies and programmes;

(d) The use of interest income earned on supplementary funds prior to their expenditure;

(e) The effect on recovery policy of fluctuations in the level of income received for emergency and non-emergency supplementary-funded programmes;

(f) Other issues identified by delegations at the 1992 Executive Board;

and to submit this review with recommendations for consideration of the Board at its 1994 regular session.

1992/38. UNICEF staffing

On the recommendation of the Committee on Administration and Finance,

The Executive Board

Notes the annual report on the composition of all international Professional core staff and international project staff by title, grade, duty station and nationality as of 1 January 1992 contained in document E/ICEF/1992/AB/L.2.

1992/39. Review of administrative and management structure at UNICEF headquarters

On the recommendation of the Committee on Administration and Finance,

The Executive Board

Defers a decision on whether to proceed with a review, and if so, on its possible scope, until its 1993 regular session.

1992/40. Greeting Card and related operations - work plan and proposed budget for 1992

On the recommendation of the Committee on Administration and Finance,

A. Greeting Card and related operations (GCO) budgeted expenditures for the 1992 season

The Executive Board

1. Approves for the fiscal year 1 May 1992 to 30 April 1993, budgeted expenditures as detailed under "Low Projection" in tables 1, 2, 4, 5 and 6 and summarized in column I of table 8 (E/ICEF/1992/AB/L.6);

2. Authorizes the Executive Director:

(a) To incur expenditures as summarized in column I of table 8 and to increase the expenditures up to the level indicated in column II of table 8, should the apparent demand before and during the season necessitate; and, accordingly, to reduce expenditures below the level indicated in column I proportionately to the decrease of the income;

(b) To transfer funds between allotment accounts if necessary within the limits shown in table 8;

(c) To spend an additional amount between Board sessions when necessary, owing to currency fluctuations, to ensure the continued operation of GCO.

B. Budgeted income for the 1992 season

The Executive Board

Notes that for the fiscal year 1 May 1992 to 30 April 1993, gross GCO income is budgeted as shown in column I of table 8 (E/ICEF/1992/AB/L.6).

1992/41. Greeting Card and related operations - financial reports

On the recommendation of the Committee on Administration and Finance,

The Executive Board

Notes the following:

(a) The GCO financial report and accounts for the 1990 season for the year ended 30 April 1991 (E/ICEF/1992/AB/L.5);

(b) The GCO provisional report for the 1991 season (covering the period 1 May 1991-30 April 1992) (E/ICEF/1992/AB/L.4).

1992/42. Central and Eastern Europe, the Baltic States and the Commonwealth of Independent States

On the recommendation of the Committee on Administration and Finance,

The Executive Board

Approves for the administrative and programme support budget an additional $1 million for 1992, an additional $2 million for 1993 and an additional $2 million for 1994, plus two additional international Professional and two additional General Service posts with their associated costs ($360,000 per year) for the period 1992-1994. These increases are described in paragraph 5 of document E/ICEF/1992/CRP.43 and will be included in the revised budget estimates for the biennium 1992-1993 and the proposed budget estimates for the biennium 1994-1995.

Annex I

REPORT OF THE PROGRAMME COMMITTEE ON ITS MEETINGS HELD AT UNITED NATIONS HEADQUARTERS FROM 15 TO 23 JUNE AND ON 26 JUNE 1992

I. ORGANIZATION OF THE SESSION

1. The Programme Committee held 13 meetings to review proposals for the United Nations Children's Fund (UNICEF) programme cooperation and to consider a number of policy issues. Mr. Frederick Ward (Canada) served as Chairman of the Committee and Ms. Chipo Zindoga (Zimbabwe) served as Vice-Chairman. The Committee was assisted in its deliberations by observer delegations from countries, as well as observers from agencies and organizations of the United Nations system.

2. The provisional agenda of the Committee, as contained in document E/ICEF/1991/1/Rev.1 and Corr.1, annex I, was adopted.

II. MEDIUM-TERM PLAN FOR THE PERIOD 1992-1995

3. The Committee had before it the medium-term plan for the period 1992-1995 (E/ICEF/1992/3). Introducing the plan, the Deputy Executive Director, Programmes said the policy decisions of the Executive Board in 1990 and 1991 with regard to the implications of the Convention on the Rights of the Child and the World Summit for Children had been fully integrated into the plan.

4. Delegations expressed broad support for the objectives, orientation and general direction of the medium-term plan. Several delegations expressed appreciation for its comprehensiveness, while some considered that it was also precise and practical. Speakers expressed approval for the priority given to the country programme process, to least developed countries (LDCs) and those with high infant and under-five mortality rates (U5MRs), and for the plan's clearer framework for external relations. One delegation suggested that it would be helpful if, in the future, a more systematic indication of changes in policy or orientation, along with their justification, be made. The secretariat pointed out that a list of new paragraphs had been provided in the past, but this had not been feasible in the case of the present plan because it has been completely rewritten. The same delegation suggested that, in the future, the plan be separated into two documents: a shorter planning document and a compendium of UNICEF policies and basic philosophy in each sector. Another delegation disagreed with the proposed division, while a third requested that an updated version of the traditional overview of UNICEF policies, organization and working methods be issued.

5. One delegation said that implementation of the Convention on the Rights of the Child should be integrated into all major fields of activity in the plan, whereas another cautioned against accepting too many new challenges, particularly in the context of the Convention. Several delegations spoke of the need for a holistic approach to children's problems. Some pointed out that the principle of a "first call for children" refers not only to physical aspects but to spiritual, emotional and moral well-being as well. Another urged the organization, through its contacts with various partners and allies,

to encourage an approach which takes into account such factors as health, environment, culture, laws and social structures. Another delegation expressed concern that the large number of global goals for children might encourage separate programmes, each with its own targets, to the detriment of an integrated approach at the national level focused on priority problems. The secretariat explained that while UNICEF involvement in situation analysis, policy and objectives, as well as its advocacy for children and women are broad and holistic, its programme cooperation in individual countries is selective, taking into account priority needs as identified by Governments, available resources, the comparative advantage of UNICEF, past experience in the country and the strengths and mandates of its partners.

6. Several delegations stressed the importance of reinforcing national capabilities. One requested that this be made a permanent operating principle of the organization and that this concern become a regular part of its evaluation processes. Another expressed interest in UNICEF joining other agencies in developing criteria for sustainability.

7. Several delegations expressed approval for the proportional increases in planned expenditure in the fields of education, nutrition, and water and sanitation contained in table 4 of the plan. They and others, however, indicated concern that gains achieved in the health field and efforts to strengthen primary health care (PHC) infrastructures might be adversely affected by this shift, particularly if the income projected by the plan fails to materialize. Some expressed fears that these projections were too optimistic, while others considered them realistic. One delegation suggested that the plan should indicate areas of priority focus in case the projected income does not materialize and another questioned the assumptions under which emergency expenditures were expected to decline so rapidly in coming years. The secretariat recalled that the indicative figures for expenditure by sector up to the year 2000 were already contained in the medium-term plan for 1990-1993 (E/ICEF/1990/3 and Corr.1), and that, as paragraph 271 of the current plan stated, no absolute reductions from 1990 levels in expenditure on health were contemplated, and that if income failed to grow sufficiently to assure this, the proportion allocated to other sectors, particularly education, would not increase as rapidly as planned.

8. Some delegations suggested that UNICEF adopt an even more conscious regional focus in the medium-term plan. Concern was also expressed that the Caribbean countries did not receive adequate or accurate coverage in the section on Latin America and the Caribbean. The secretariat promised to remedy this shortcoming.

9. Some delegations encouraged UNICEF to integrate environmental considerations in all its activities, while others questioned the organization's proposed involvement in social forestry and agroforestry. The secretariat explained that the latter were not envisaged as major areas of involvement, but rather areas that UNICEF could support where community structures were propitious and other agencies were not involved.

10. Concerning women in development, one delegation stressed the need for women's access to health care and to having children by choice, suggesting that UNICEF bring to bear its strengths in strategy development, service strengthening and communication on these issues. Another said that rather

than concentrating on health and education, more integrated solutions for women should be offered that include the economic dimension. The secretariat expressed its continuing concern for the economic dimension of women in development.

11. Several delegations stressed the importance of reaching the unreached and the poorest groups. One disagreed with the statement in paragraph 103 that there are trade-offs between the difficulties and costs of reaching the unreached and achieving an overall high level of coverage of services, and requested the Executive Director to indicate regularly to the Board what UNICEF has been able to do in the past two years, and what it intends to do, to reach the poorest and reduce inequalities. Another delegation called for more active compiling and analysis of specific data on the poorest segments of the population. The secretariat explained that such trade-offs were a classic problem in economics and that at some point they have to be faced, but it reiterated its commitment to the poorest under the strategy of disparity reduction.

12. One delegation from a developing country questioned the statement in paragraph 136 of the plan that developing countries themselves can contribute to the financing of national programmes of action (NPAs) through internal reallocation. The secretariat explained that this statement covers a wide range of countries, many of which have sufficient resources to do this, but the statement was not aimed at those in most difficult circumstances.

13. A number of delegations urged that continued and systematic follow-up action to General Assembly resolution 44/211 of 22 December 1989 be carried out throughout the plan period. One observed that resource mobilization should also include mobilization of human resources and this should include cooperation with non-governmental organizations (NGOs) and skilled volunteers. One delegation asked for further clarification concerning private sector fund-raising. While supporting the strategy of building on the success of immunization, another delegation invited UNICEF to introduce other options, such as broadening nutritional or maternal and child health (MCH) networks. Another delegation urged UNICEF to join the World Health Organization (WHO) in the formulation of a new global strategy for the prevention and control of malaria and take steps to bring its malaria control activities in line with this strategy. (See chap. IV, decision 1992/12 for the recommendation of the Committee as adopted by the Executive Board.)

III. ANALYSIS OF THE FOLLOW-UP TO THE SUMMIT DECLARATION AND PLAN OF ACTION

14. A progress report on the follow-up to the World Summit for Children (E/ICEF/1992/12) was before the Committee for consideration. A representative of the Director-General of WHO highlighted UNICEF/WHO collaboration on health in supporting countries to achieve the Summit goals. Although there had been general progress in PHC coverage, developing countries continued to be most adversely affected by new and old health problems, with a widening gap between LDCs and other developing countries. Humanitarian and emergency relief work had also increased.

15. Virtually all delegations expressed satisfaction with the substantial and widespread progress in follow-up to the World Summit for Children. The progress report was referred to as being comprehensive, clear and succinct and was commended for providing a good overview of the situation. It was also noted that it could serve as a good basis for the report on Summit follow-up which the General Assembly had requested that the Secretary-General prepare in resolution 45/217 of 21 December 1990. One delegation requested the secretariat to update its progress report to the UNICEF Executive Board every year for the rest of the decade, and the secretariat agreed to do so if the Board requested it.

16. A number of delegations reported on the completion or the status of preparation of their NPAs, indicating in some cases the groups involved in the preparation and some of the problems encountered, such as estimating the cost of achieving the goals and the difficulties in obtaining an accurate picture of the magnitude and characteristics of the problems of children in difficult circumstances. Several delegations requested UNICEF to be a partner during this period and stressed the need to develop methods of measurement. Some reported on their own plans to monitor progress towards the fulfilment of their NPAs on a regular basis.

17. Countries that had not yet begun the process of preparing NPAs were urged to do so and, in this context, it was pointed out that the World Summit for Children was a Summit for all children, including those in industrialized countries, and that it was never too late to begin the process. Countries that had already signed the Summit Declaration and Plan of Action but had not ratified the Convention on the Rights of the Child were also urged to do so, and it was suggested that efforts continue to make the Convention better known at country level.

18. The necessity of conceiving NPAs as a process, rather than just a document, was stressed in different ways. Some delegations stressed that the realistic adaptation of goals and objectives to the local situation was critical. In reviewing country programme recommendations, one delegation observed that in some cases the Summit goals appeared to have been adopted "wholesale", without paying attention to realistic adaptation. Another delegation stressed the importance of preparing NPAs with the involvement of communities and many sectors and levels of government. While there was "symbiosis" between the UNICEF country programme and the NPA, this in itself did not guarantee the realization of the Summit goals. What was more important was for the NPAs to be firmly rooted in, and supported by, both the Government and the people.

19. Another delegation said its NPA had been conceived as a changing process, to be permanently refined and attuned to rapid changes in national realities. It was also pointed out that collaboration between government and the voluntary sector made success more attainable. The involvement of children and young people in a dialogue with decision makers could also be a valuable process. It would be necessary to integrate the goals of the World Summit with the Convention on the Rights of the Child.

20. A number of delegations expressed satisfaction that UNICEF has taken part in the preparation of NPAs. One delegation said the UNICEF role in institutionalizing Summit follow-up should be mainly a facilitating one

through collecting NPAs, taking care of progress reports and, if necessary, providing support and advice in the field relevant to the form and content of NPAs.

21. Another delegation stated that UNICEF follow-up efforts at country level should focus on integrating appropriate NPA activities into the country programming process and that beyond country level, UNICEF should focus on identifying and analysing common NPA themes and priorities that the organization could pursue at global and strategic levels. Children could be a useful unifying theme for key issues such as the environment, population and the family. In this regard, the importance of family life, including the role and responsibilities of fathers, should be supported and protected.

22. One delegation said that UNICEF should be more involved in evaluating the costs of achieving the Summit goals at country level, while another pointed to the importance of maintaining a balance between the so-called operational part of UNICEF activities and the attention that is being paid to Summit follow-up.

23. Many speakers said preparation of NPAs was only a first step and that the challenge of implementing them was great. The severe economic constraints faced by many developing countries, together with the unresolved debt crisis, were cited as obstacles to achieving the Summit goals. In this context, one delegation suggested that the mobilization of extra resources was being downplayed, since even after reprioritization of already existing resources, the need for additional funding would remain.

24. In reply, the secretariat stressed that UNICEF associated itself very strongly with the contention of the 1992 Human Development Report that restructuring can only work in a situation of sustained economic development, for which greater action on debt, especially for Africa and LDCs, is a necessary condition.

25. On the issue of resources to achieve the goals of NPAs, some delegations requested UNICEF to work with donors and act as a catalyst for support to NPAs at the global level. Some donor countries reported on plans for future official development assistance allocations to children and human development, on their future allocations to UNICEF and on how they intended to take into consideration the NPAs of developing countries. Some developing-country delegations, for their part, indicated ways in which they intended to devote new resources to these same priority areas.

26. Several delegations welcomed efforts in some countries to conceive NPAs within the broader context of human development initiatives and priorities, observing that if the goals for children are to be achieved, the NPA will have to be part of broader national development planning. A reduction of military expenditures, which took up a large proportion of the scant resources of developing countries, would be vital.

27. Some speakers referred to the reference in the Summit Declaration concerning children in armed conflict and suggested that an "early warning" system aimed at children's rescue would be useful. The efforts of UNICEF and other United Nations organizations to reach children in war were commended. Also considered essential were helping children to overcome post-traumatic psychological disorders and assisting child soldiers to develop new

identities. The special needs of poor urban children forced into prostitution and the fatal dimension added by the acquired immunodeficiency syndrome (AIDS) pandemic were also commented upon. Speakers also referred to the lack of safety nets and social policies in countries undergoing the transition to market economies.

28. Several delegations welcomed the planned Organization of African Unity (OAU) conference on assistance to the African child, and urged that it have wide and high-level participation. Others requested further clarification regarding various aspects of the conference, including the concept of human development compacts. It was also urged that UNICEF involvement at such conferences be limited to ad hoc support at the request of the organizing forum.

29. The secretariat stressed the fact that the World Summit for Children was not just a UNICEF concern, and that Board members might wish to make a point of this in other relevant forums. It was pointed out that the goals of the Summit figured in the programmes adopted at the United Nations Conference on Environment and Development and that the mid-decade review of progress towards the goals for children and development might be linked with the proposed World Summit for Social Development. (See chap. IV, decision 1992/13 for the recommendation of the Committee as adopted by the Executive Board.)

IV. REORGANIZATION AND CONSOLIDATION OF GLOBAL FUNDS

30. The Committee had before it a report and proposal by the Executive Director concerning the reorganization and consolidation of global funds (E/ICEF/1992/L.10). The Deputy Executive Director, Programmes introduced the discussion by tracing the history of global funds, which had grown in number and purpose as the Executive Board had at different times, approved the provision of funds for new priorities and objectives. He also outlined the critical role global funds played in enabling countries to take new initiatives, seize unanticipated opportunities and undertake trials and experiments, as well as their role in preparing prototype materials, such as Facts for Life, collaborating with other international partners and supporting international mobilization for priority goals for children. The goal of universal child immunization (UCI), for example, could not have been achieved without support at the right time from the global funds. In 1991, the Executive Board had directed the secretariat to reorganize and consolidate the 17 different funds (E/ICEF/1991/15, decision 1991/17), and had asked the secretariat to set up a Reference Group to work with it ensuring more clarity, transparency and streamlining of the programme budget documents.

31. A number of delegations gave general endorsement to the consolidation proposal and expressed their approval of the purposes served by the global funds. One delegation expressed approval of provisions for activities to promote healthy lifestyles for youth and to address the issue of substance abuse.

32. Several delegations asked that the criteria and procedures for the use of global funds be examined and put forward clearly. They stated that centralization at headquarters and verticality of activities under different categories and subcategories of global funds should be minimized. They emphasized that country programmes were the primary driving force in all

UNICEF activities and should not in any way be undermined by centralized activities. The funds should be used to stimulate new and innovative activities that otherwise might not be undertaken, or as a useful supplement in the area of emergencies, and not as replacement for what should be covered by the normal country programming process. Therefore, it would be better to regard the global funds as a fairly exceptional tool of limited scope, rather than as a parallel and major instrument to support countries in achieving goals and objectives. One delegation stated that the question of the general objectives of global funds would need careful review in the future, since the third and fourth objectives listed in paragraph 17 of the report - promoting awareness of children's needs and supporting inter-institutional cooperation - might be better regarded as core functions. It was also suggested that sufficient flexibility should be built directly into country programmes to allow for the addition of new, appropriate priority initiatives at any time during the programme term.

33. Some speakers expressed concern about the proposed Programme Fund for the 1990s Goals (PF90s). While it appeared to be a good way to consolidate the many diverse activities covered at present by special allocations, it would institutionalize within UNICEF a new funding mechanism and exchange a degree of control over specific uses of funds for a gain in transparency and funding flexibility. The experience of how the funds would function over the next three to five years would bear close monitoring.

34. There were also queries by a number of delegations regarding some of the activities proposed under PF90s, such as nutrition and mortality reduction, which should be regarded as regular programme activities. In particular, they expressed concern about the broad range of priorities encompassed by PF90s, which by themselves covered most areas of UNICEF activities. Areas such as environment and child monitoring should, in the view of one delegation, be more focused and clearly defined. The same delegation stated its reservations about the proposed increased allocation for environment, since UNICEF environmental actions include a wide range of activities.

35. Another delegation noted that classification of PF90s into nine sectors appeared to be a reasonable decision, although some clarification was requested regarding global communications activities.

36. Some delegations suggested further consolidation, possibly into three funds: one single, reduced Interregional Fund for Programme Preparation, Promotion and Evaluation, combining headquarters and regional activities; an emergency programme fund; and a fund for priority initiatives. The latter would not be divided into different sectors, but instead, criteria would be developed to allow field offices to make a single application from the fund for whatever combination of priorities might be appropriate for a particular country. A small, versatile fund of this sort would be time-limited and be reduced gradually as new country programmes were formulated with the appropriate priority themes and budgets fully integrated into their development plans.

37. Many delegations were in favour of small global funds and suggested that it might be desirable to limit the proportion of total general resources that could be budgeted for global funds. Spending for global funds could thus be kept in proper balance with budgeting for country programme recommendations.

In order to maintain some flexibility, however, one delegation suggested that the aim of keeping a reasonable ratio between field (75 per cent) and headquarters (25 per cent) allocations could be a policy, and not an inflexible limit.

38. A few delegations asked if new priorities in country programmes could not be accommodated by raising annual country programme budget ceilings. There were also comments about the size of the staff supported by global funds at headquarters, although the share of the budget for headquarters activities was relatively small. It was asked whether estimates for each country's need from the global funds could not be provided in the budget.

39. Other delegations inquired about the proportion of the global funds allocated to PF90s and expressed the view that this allocation should be relatively high, since PF90s contributed directly to activities in support of the priority goals for children.

40. The secretariat reaffirmed that the country programmes were indeed the "driving force" for all UNICEF efforts, as reflected in the fact that only one fourth of the global funds expenditure was at headquarters level and 97 per cent of all programme expenditures were spent in the field. The global funds were the means of supporting, strengthening, reviewing and assessing the performance of country programmes, as well as of maintaining a dialectical relationship between globally identified priorities and specific country needs and circumstances. It was asserted that the global funds helped to "enliven" the county programmes and enhanced the quality of the country efforts. The secretariat stressed that greater formal consultation with the field offices would be undertaken in preparing global funds programmes.

41. Regarding the suggestion of further consolidation of global funds, the secretariat said while the funds could be operated with further consolidation into three categories and elimination of the subcategories under PF90s, this might undermine the Executive Board's desire for transparency of budget presentation and might also lead to less efficiency in the management of funds. On the question of a "cap" on the global funds budget as a proportion of general resource programme expenditure, the secretariat said it was conscious of the need for keeping this proportion small and anticipated no problem in operating under a reasonable ratio of allocations set by the Board.

42. The secretariat said adjusting annual ceilings was one mechanism for meeting new priorities, but this could not be done routinely and frequently for every occasion when small amounts of additional funds were needed without weakening the discipline of the country programme financial management and the Board's approval process for country programme objectives and budgets. Moreover, global funds served other needs not falling directly within the scope of individual country programmes.

43. Regarding a fixed duration for PF90s, it was pointed out that while the strategies and priorities for the 1990s were expected to be incorporated into country programme submissions within the next two or three years, new operational and strategy issues were likely to arise as country programmes progressed and new assessments took place. In any event, all programme proposals would be presented to the Board every biennium and the Board would have the opportunity to review the need for continuation of programmes.

44. On the question of whether global funds replaced regular programme activities, the secretariat said the overall programme objectives served by global funds and country programmes were not different. However, global funds were used to support new programme strategies, new elements of a programme or to fill a gap in financing, as well as to finance global and intercountry activities. By the same token, if global programme allocations for each country were determined in advance in the programme budget submitted to the Board, this would defeat the very purpose of global funds, which was to respond quickly and effectively to unanticipated needs.

45. The secretariat informed the Committee that criteria for allocation and use of global funds had been worked out and that they were closely related to the main purposes of global funds, especially in accelerating and intensifying field level efforts in promoting the goals for children in the 1990s. Many of these criteria were based on the premise that global funding was either for projects or programmes of a new and experimental nature, or for starting up certain activities in countries unanticipated at the time of country programme preparation, such as the AIDS programme in Uganda. The criteria remained under review and could be presented to the Board next year if it so desired.

46. Regarding the question of global communications, it was explained that global funds were used as "seed money" to fund projects such as local adaptations of Facts for Life or a Latin American version of "Sesame Street". New PF90s allocations for water supply and sanitation and for women had been requested in order to have flexibility in attempting to improve efficiency rates of programme implementation and link such programmes with other sectors such as health. (See chap. IV, decision 1992/14 for the recommendation of the Committee as adopted by the Executive Board.)

V. BAMAKO INITIATIVE

47. Delegations responded favourably to the findings of the evaluation of the Bamako Initiative sponsored by the Government of the United Kingdom and carried out by the London School of Hygiene and Tropical Medicine (E/ICEF/1992/L.20). There was general acceptance and endorsement of the evaluation. One delegation commented that the evaluation demonstrated that some of the doubts entertained by donors regarding the Bamako Initiative had not been justified. Already, it had had an impact in countries where case studies had been done, such as Guinea and Nigeria, by creating greater awareness of key issues among national and subnational authorities. The better definition of the Initiative provided by the evaluation was welcomed by many delegates, especially as this clearly determined that the Initiative did not represent a general "blueprint" for action without regard for the particular circumstances in each country. Many delegations also expressed strong support for the Initiative's holistic approach and agreed with the evaluation's conclusion that any activity to revitalize PHC which did not follow this definition would be unlikely to provide sustainable services.

48. Many delegates said that the Initiative implied a strategy which required fundamental health sector reforms, especially in terms of decentralization, with communities increasingly managing their own affairs in a democratic way, and also in terms of the higher quality of health structures, with the health sector more able to meet consumer demands. As such, the Initiative was seen as a key strategy for the empowerment of communities.

49. Many speakers also expressed satisfaction about the quality of the progress report on the Bamako Initiative (E/ICEF/1992/L.6), which they said was more systematic and factual in presentation and met the requests of Executive Board decision 1991/18 (E/ICEF/1991/15). One delegation said in order to reduce the work of the Board, a progress report on the Initiative could be presented at the 1994 session.

50. Speakers mentioned specific results of the Initiative in a number of countries. One delegation strongly urged that other donors learn from the positive country experiences of the Initiative and that there be greater coordination between donors and UNICEF in order to increase the complementarity of action in health sector development.

51. Delegations also stressed the increasing relevance of the Initiative outside Africa in view of the limitations of public sector investment in health services in countries throughout the world. Several delegations referred to expectations in other regions of the world for taking action along the lines of the Bamako Initiative. One developing country delegation said experience exchange on the Initiative be stimulated. Others, noting the significant achievements of the Bamako Initiative in Africa, suggested that UNICEF consider intensive action to adapt the Initiative to other regions. Another delegation, in stating that it was already following the Initiative's principles in some sectors, invited UNICEF to provide support for improving health care in both urban slums and rural areas by applying the Bamako Initiative approach.

52. Some speakers urged caution on certain aspects of the Initiative, especially the issue of sustainability, as the achievements of the Initiative so far had largely been attributable to donor funding. Related to this was the query by one delegation about the potential scope and scale of the Initiative over the next few years, given the apparent difficulty UNICEF had had in obtaining supplementary funds for country programme components of the Initiative. This contrasted to the view of another delegation that given the experience gained, it was now time to move from pilot efforts to national-scale programmes, where expansion would be undertaken with a continued focus on the quality of services. On the question of financing, the secretariat urged greater consideration of supplementary funding for the Initiative, stating that of $68 million mobilized by UNICEF so far, only $10 million were from supplementary funding, and half of this from one source, the Italian National Committee for UNICEF. The secretariat said a target of $60 million a year was not unreasonable for making considerable progress in revitalizing a large proportion of the 40,000 health facilities in sub-Saharan Africa. It urged the Board to compare the possible impact of such investment against investment in the health sector under other terms.

53. Delegates recognized community focus as central to the Initiative. One speaker highlighted the recommendations of the evaluation concerning the role of communities, particularly women, in the Initiative and the importance of appropriate follow-up. Several delegations stressed, as in the past, that UNICEF continued to strive to protect the poorest and ensure that those who could not pay were not left out of the system altogether. UNICEF confirmed that it took very seriously the question of equity. On this point, the secretariat said a recent study by the United Sates Agency for International Development in Cameroon had shown that the Initiative had benefited the

poorest 20 per cent of the population proportionately more by providing the only affordable health care service for them.

54. One delegation questioned the relationship of UNICEF with WHO in implementing the Initiative, recognizing, however, that different working styles did not always make this easy. Another delegation mentioned the importance of strengthening collaboration between public and private services, while still another emphasized the need to address the situation at higher levels of the health care system, not just at the community and first referral levels. The secretariat agreed that uniformity in the system was a fundamental principle of the Initiative, UNICEF was also reminded by two delegations to be vigilant about issues pertaining to the rational use of drugs.

55. Several delegations referred to the need for operations research and technical support for the continued development of the Bamako Initiative. Many commented positively on the operations research agenda included in the progress report. Four speakers reacted specifically to the view of the Advisory Committee on Administrative and Budgetary Questions that there was insufficient justification for the Bamako Initiative to be managed from headquarters. In fact, they highlighted the opposite view, given the crucial need for a more global approach to the implementation of the Initiative, for planning and research support and close coordination with multilateral, bilateral and non-governmental agencies at the policy level. They strongly recommended that the Bamako Initiative Management Unit be maintained in headquarters.

56. While one delegation felt that the gradual incorporation of the Initiative into UNICEF-supported health programmes would tend to mean a phasing-out of the Initiative over the long-term, two others specifically referred to the Initiative's relevance in other sectors in which UNICEF cooperated. Noting that the Bamako Initiative had clearly moved forward conceptually since 1987, one delegation suggested that its contents could now be termed "community-led sector development". In this light, it was seen as "the germ of an exciting new approach" to development. (See chap. IV, decision 1992/22 for the recommendation of the Committee as adopted by the Executive Board.)

VI. UNICEF HEALTH POLICIES AND STRATEGIES

57. The Committee had before it a report on "UNICEF health policies and strategies: sustainability, integration and national capacity-building" (E/ICEF/1992/L.7), which elicited a generally favourable response as the first formal position of UNICEF on the subject. However, speakers said because of the late arrival of the documentation there had been insufficient time for analysis. One speaker in particular said paragraph 61, on conclusions, gave a precise but holistic approach to the issue that was suitable for adaptation to individual country situations. Another said although the report had a comprehensive approach, its conclusions were none the less too vague.

58. Several delegations said the whole question of the integration of services required further elaboration. They recognized the need for health structures but said less emphasis was necessary on just the expanded programme

on immunization (EPI), as a vertical programme, and on the Bamako Initiative, which was still largely dependent on external resources, while more emphasis was needed on qualitative aspects of health services delivery in order to lead more effectively to integrated approaches in health.

59. Three delegations referred specifically to the paper's innovative approach to going beyond financial sustainability to include the political, managerial, technical and cultural aspects of sustainability. However, one speaker referred specifically to what it called an oversimplification suggested in paragraph 57 regarding the public sector's responsibility more towards the "poor" and the private sector's more towards the "rich", suggesting that in fact, private care was very important for the "poor". In other words, the public/private mix was not clear-cut in any country and needed constant monitoring and strengthening as to its effectiveness. The same delegation also said paragraph 58 could be clearer in stating that community participation was a sine qua non of sustainability, and that advocating increased political will should be a fundamental part of strategies addressing sustainability. Another delegation emphasized the importance of community solidarity in sustainable local action, especially the possible role of insurance in protection against health risks.

60. UNICEF was encouraged to continue the dialogue with health professionals on action to ensure sustainability in the programmes it supports as well as to formulate guidelines for programme managers in this area. The need for experience exchange between countries on strategies leading to sustainable action, such as the Bamako Initiative, was highlighted by one delegation as one means of proceeding. (See chap. IV, decision 1992/23 for the recommendation of the Committee as adopted by the Executive Board.)

VII. PROGRAMME COOPERATION

Africa

61. The Committee had before it 25 proposals for UNICEF cooperation in Africa as summarized in document E/ICEF/1992/P/L.2, as well as a report on the operationalization of the UNICEF priority strategy for Africa (E/ICEF/1992/L.4). Presentations were made by the UNICEF Representatives in Namibia, Senegal and the United Republic of Tanzania, as well as by the Regional Director for West and Central Africa and the Regional Director for Eastern and southern Africa.

62. Delegations unanimously endorsed Africa as the region of greatest UNICEF priority, often illustrating the plight of the continent from their own direct field observations. Introducing the debate, the Chairman of the Programme Committee spoke about his visit to Malawi in October 1991 and underlined the need to emphasize family food security and basic education, particularly for the girl child. Several delegations spoke about the deteriorating situation in Africa, now exacerbated by the drought in southern Africa. Although the total number of infant deaths was higher in Asia than in Africa, Africa lagged behind in attempts to reduce its high infant mortality rates. The drought had resulted in substantial losses of livestock and threatened water resources and levels of agricultural output. Basic human life was in serious danger, with the most vulnerable - the children and women - at greatest risk. An urgent

and radical solution also needed to be found for the problem of external debt, including measures such as debt rescheduling. The stark inequality between Africa and other countries was deplored. One delegation argued that absolute poverty was an important factor that had not existed prior to colonialization because in times of crisis, mutual interdependence protected the vulnerable. This tradition should therefore now be extended globally.

63. Several delegations expressed concern regarding emergencies and their particular effects on country programmes. With regard to those country programmes now being submitted to the Board, delegations recognized that the recommendations for countries affected by emergencies, such as Ethiopia, Liberia, Somalia and the southern African countries devastated by drought, would need updated, flexible and adequate programme responses to cope with the changing situation as the countries' situations changed, together with more emphasis on long-term capacity-building. Delegates of affected countries described the impact of civil conflict. Other speakers suggested the systematic creation and strengthening of "corridors of peace" for children caught in areas of conflict. One delegation recommended that UNICEF should be a partner in making peace as well as in development. The secretariat described the mechanisms that could be applied to ensure prompt reaction to address disaster situations, while keeping the emphasis on flexibility and national capacity-building.

64. One particular area of interest was the lack of progress on human rights in some African countries. For example, because of this concern, several donors had been unable to make pledges of new bilateral aid to one particular African country, despite the emergency situation there. Although humanitarian assistance and UNICEF essential work would not be affected, this matter deserved some mention.

65. Several delegations raised specific concerns on the situation of vulnerable groups, such as street children and children in especially difficult circumstances. One delegation felt that women were not always given enough attention in country programmes, while the problem of illiteracy, especially of young girls in rural areas, was also mentioned. The problems of AIDS were raised by some delegations, who called for specific programmes and for coordination between agencies.

66. Several delegations welcomed the report on the operationalization of UNICEF priority to Africa, which was described as comprehensive and containing a wealth of information. The crucial role of UNICEF in protecting children from the impact of structural adjustment was commended. On the other hand, the report was described as being too descriptive and it was said that programme impact had not been adequately addressed. Emphasis on specific targets and concrete interventions could also have enriched it. In particular, national capacity-building merited a special chapter.

67. Regarding UNICEF country programmes, one delegation stated that a primary objective of country programmes must be the uplifting of household economies, since the incentive to make a better home, to educate one's children, to limit one's family and to improve one's productivity all depended on "the temporal and spiritual rewards which can be gained". Overall, country programmes were complimented for their area-based and community participation approaches, with one delegation citing the Senegal country programme as exemplary.

68. There were also particular queries, constructive criticism and reservations regarding certain country programmes. Information was requested on water rehabilitation programmes in Angola and Mozambique. Concern was expressed at the shift away from immunization to district health administration in the Ghana programme. The need to strengthen monitoring and to regulate balance between emergency and development programmes was pointed out for the Eastern and Southern Africa region. Integration with national health care policies was cited as an absolute prerequisite, with two delegations voicing concerns about short term, vertical approaches. Doubts were also expressed about some of the statistics given for the United Republic of Tanzania; the secretariat explained that the difference lay in immunization figures for total immunization and for triple antigen immunization. Some concern was also voiced about the number of new initiatives UNICEF had committed itself to. The allocation of 70 per cent of programme funds through supplementary funding in Malawi was criticized as affecting programme sustainability.

69. Regarding the Uganda country programme (E/ICEF/1992/P/L.33) and the proposed increase of UNICEF assistance for AIDS education in schools, one delegation expressed concern regarding the approach towards attitudinal and behavioural education. This delegation stressed that beliefs and values formed a solid base upon which to build attitudes and behaviour and as such, should not be put on the same level as peer group pressure. The secretariat said it would respond on a bilateral basis to individual requests for specific information on Angola, Congo, Côte d'Ivoire, Mozambique, Namibia and the United Republic of Tanzania.

70. Delegates recognized encouraging developments towards democracy taking place in many African countries, which augured well for the achievement of national capacity-building and popular participation, two of the main strategies mentioned in the UNICEF document. Many delegations urged UNICEF to continue supporting national capacity-building in country programmes. It was mentioned that large programmes were still being implemented by UNICEF, rather than by the Governments concerned, and that UNICEF should review its role, particularly in some of the larger programmes where service-delivery is the main component, so as to avoid direct implementation. National capacity-building was noted as one of the weakest areas of development; its neglect jeopardized sustainability. Capacity-building at local level, with full community involvement - an area in which UNICEF traditionally had comparative advantage - was cited as the most appropriate strategy to achieve health and development goals. In response, the secretariat assured delegations that UNICEF was very much aware of the importance of national capacity-building, and that ensuring it as an integral part of the country programme was a UNICEF concern. In this respect, field offices were "learning by doing".

71. NPAs were currently being prepared within an atmosphere of change and opportunity. Delegations stated that NPAs should be dovetailed with national development plans and clearly identify goals that had been translated appropriately to each local and national context. The NPA should not be separate from and parallel to existing development efforts. Many African delegations described advances made in the process of NPA preparation, which were linked closely to the country programme preparation.

72. Several delegations expressed concern that, in a situation where Africa's need for external assistance was larger than ever, Africa's relative share of UNICEF resources did not reflect the priorities of the Executive Board. While more than 40 per cent of general resources go to Africa, hardly more than one fourth of supplementary funding was earmarked for this continent, which meant that Africa received not much more than one third of UNICEF total programme resources.

73. Regarding the OAU international conference for the assistance to African children, scheduled to be held in Dakar, Senegal, from 25 to 27 November 1992, numerous delegations reacted positively. The conference was described as a milestone in the attempt to mobilize resources for achievement of the goals for the 1990s. One group of countries cautioned that while the conference should result in increased contributions from a broader donor community, the main responsibility for the survival, development and protection of children in Africa lay with African Governments themselves. As such, the main themes of the conference should be strategies for reaching children and mobilization and reallocation of national resources to achieve long-term human development goals.

74. Given the remarkable political changes during the past year, the South Africa programme was of particular importance to delegations, who welcomed the opportunity to establish an office in South Africa and expand the UNICEF programme in that country. They said there was a great need to do so because of the violence, deprivation and poverty that were the legacy of apartheid. One delegation questioned whether refugees, already helped by the Office of the United Nations High Commissioner for Refugees (UNHCR), qualified as an important target group for UNICEF. The secretariat responded that UNICEF had been requested by UNHCR to provide help for refugee children. The role of UNICEF in this respect was therefore of limited duration. UNICEF was encouraged to cooperate with the wide range of NGOs and other organizations working within South Africa. (See chap. IV, decisions 1992/15 and 1992/21 for the recommendations of the Committee as adopted by the Executive Board.)

Americas and the Caribbean

75. Presentations were made by the Deputy Regional Director for the Americas and the Caribbean and by the UNICEF Representative in Peru. Seventeen proposals were before the Committee for consideration, as described in document E/ICEF/1992/P/L.2.

76. Many delegations expressed support for the Structural Adjustment Facility for Latin America and the Caribbean (SAFLAC) and recommended that it be extended beyond 1993. Its positive impact on programme development was acknowledged, particularly on the generation of low-cost alternatives for social development and training, which might not have occurred in view of the structural adjustment programmes implemented in the region. The evaluation of SAFLAC (E/ICEF/1992/L.15) was described as thorough and professional. One delegation said a number of the projects had had a genuine multiplier effect in terms not only of mobilizing action at the government level but also of securing additional resources. The same delegation expressed concern that some of the service-type projects had not obtained the government support necessary to assure continuation or replication. Such projects would better be incorporated into the country programmes and not supported by SAFLAC. The

secretariat's view on this issue was requested, as well as information on how the secretariat planned to put into effect recommendations from the evaluation.

77. Regarding the Multi-Island Programme for the Eastern Caribbean (E/ICEF/1992/P/L.14), one delegation urged that the particular characteristics of each country be taken into consideration in devising programmes, so that their varied needs could be targeted. More emphasis was requested on national capacity-building, while the proposed new interventions in the critical areas of teenage pregnancy, child abuse and AIDS were welcomed. It was suggested that consideration might be given to the prototype AIDS prevention programme introduced in Barbados in March 1992. Queries were made about the omission of urban basic services programmes and other successful Caribbean initiatives. The secretariat's attention was also drawn to the "unfortunate" wording of paragraph 10 in the report on activities in the region (E/ICEF/1992/7) which, it was said, gave a false impression of the Caribbean region, where, contrary to what the text implied, the majority of people were of African origin. The secretariat apologized for this oversight and "limitation of concept". With regard to omissions, space limitations had made it impossible to refer to all initiatives in the region.

78. Speakers expressed interest in technical cooperation between developing countries (TCDC) both in and outside this region. The secretariat welcomed this suggestion and indicated that at a recent representatives' meeting with the new regional director, it had been agreed that TCDC would be given greater priority.

79. Various delegations reaffirmed their commitments to World Summit goals and NPAs. In Nicaragua, for example, a national plan for human development, children and youth for 1992-2000 had been prepared together with a five-year national plan for children. Speakers also discussed debt relief in the region and expressed appreciation for the role of UNICEF in that regard. Delegations highlighted some of the socio-economic factors affecting children in the region, such as structural adjustment, economic crisis, shortfalls in national budgets for social programmes and insufficient international cooperation. Regarding technical assistance, one delegation emphasized the need to abandon a welfare assistance approach and to focus on national capacity-building. Decentralization of health services, improved coordination between popular health and institutional health services, improved efficiency, disease prevention, nutrition and an improved environment for health were listed as some of the national priorities for one delegation, while peasants and marginal urban groups, especially poor mothers and children, were cited as priority targets.

80. The UNICEF approach in the region was commended, particularly the creative actions resulting from a relatively small allocation of funds from general resources, such as the "mother kangaroo" programmes in Colombia, the "PREMI" infant mortality reduction programme in Ecuador, community kitchens in Mexico and Peru, community drug stores in Peru, the innovative basic services programmes in Jamaica, income-generating projects in Brazil and the subregional programmes for indigenous populations in the Amazon. The regional office was commended by one delegation outside of the region for its leadership in programmes for children in especially difficult circumstances, for the involvement of first families on behalf of child survival and for the "days of tranquillity" approach to reaching children in conflict, as well as

innovative approaches for raising supplementary funds within the countries themselves. Immunization coverage achievements and the continuing efforts to eradicate polio were also praised.

81. Although some of the country programmes were commended for their balanced and realistic evaluation of problems, achievements and goals, one delegation indicated that issues pertaining to women in development could have been stressed more in all the programmes. Specific questions were asked regarding collaboration with NGOs in El Salvador; the relationship between the proposed UNICEF programme of cooperation and the National Reconstruction Plan in El Salvador; coordination between UNICEF and the United Nations Development Programme (UNDP) in education in Guatemala; mechanisms to strengthen institutional capacity at the local level in Nicaragua; the change in approach to water supply and sanitation projects in the Dominican Republic and the implications for coverage of the population; the need to focus on fewer areas in the programmes in the Dominican Republic and Nicaragua; and the reported increase in infant mortality and the coordination between UNICEF programmes and the Government's Master Health Plan in Nicaragua. A request was made to increase the general resources ceiling for Nicaragua, and to allocate supplementary funds for children in especially difficult circumstances to the same country on a priority basis. In the light of the peace process in Central America, some delegations stressed the need to support national reconciliation and reconstruction plans in the region.

82. In response to queries as to how recommendations arising from the SAFLAC evaluations would be incorporated in the future, the secretariat explained that some of these had already been incorporated in the criteria and guidelines that existed for the preparation and approval of SAFLAC proposals. Regarding the scope and content of various proposals presented to the Board, the criteria for selecting priorities for UNICEF intervention were elaborated by the secretariat. Monitoring and evaluation during the course of programme implementation also allowed for adjustments. The links and interconnections between El Salvador's National Reconstruction Plan, NPA and country programme were explained; UNICEF was working closely with NGOs in this country, particularly the Catholic Church. Regarding the request for an increase in general resources ceiling in Nicaragua, the secretariat responded that this was a global policy issue, and that ceilings were determined for all countries using indicators such as gross national product (GNP), U5MR and child population. Every effort would be made, however, to secure supplementary funding for Nicaragua. (See chap. IV, decisions 1992/15 and 1992/18 for the recommendations of the Committee as adopted by the Executive Board.)

Middle East and North Africa

83. A presentation was made by the UNICEF Representative in Morocco and a regional overview provided by the Regional Director for the Middle East and North Africa. The region was characterized by great disparities in income, infant mortality, maternal mortality, female literacy and gender equity. The challenge was to take action without getting lost in the chronic crises. The UNICEF approach in this region comprised a sharp focus on programme delivery with a mix of actions for child survival and development (CSD) and putting knowledge, including grass-roots-level knowledge, to work for children.

84. Many delegations expressed appreciation for the dynamism and dedication of UNICEF staff in the region. Also commended were priorities given to children in especially difficult circumstances, an issue of particular relevance, and to the girl child, women and inter-agency cooperation. Delegations from the region briefly described the achievements and constraints in their particular countries.

85. Many speakers expressed concern for the emergency situation in the region, which had absorbed 61 per cent of UNICEF emergency funds in 1991. Support was expressed for UNICEF assistance to children living in difficult circumstances in several countries in the region, including Iraq, Lebanon, Somalia, Sudan and Yemen. The influx of returnees and refugees was also a matter of grave concern to many countries. It was remarked that the numerous changes and crises would require constant monitoring and possible course correction. General agreement was expressed that UNICEF should continue supporting existing programmes while new strategies were being developed. The secretariat said that while emphasis would be given to developmental programmes, support would continue to countries in crisis, and stressed there was no change in the policy of responding to children in emergencies.

86. Many delegates expressed their satisfaction for UNICEF work in Lebanon and their support to the programme for the next cycle. One delegation stressed the need to monitor and evaluate progress in reaching the programme objectives, despite the problems encountered in such difficult situations. Since Lebanon had no development plan, the NPA would be used as the planning document and NGOs and the private sector would continue to play an important role in the coming programme cycle.

87. One delegation spoke of the serious situation of children in Iraq. Several commended the role of UNICEF in alleviating such problems. Others shared the concern of UNHCR and UNICEF that the United Nations sanctions against Iraq had become a "double-edged sword" affecting the most vulnerable. One delegation questioned the increase of assistance to health at the expense of water supply and sanitation in Iraq. The secretariat responded that this was due to two reasons: the serious concern about the close link between measles incidence and undernutrition; and the increased government investment in water supply.

88. Several delegates spoke about education in the region. UNICEF was commended for its work in education for peace in Lebanon. Support was expressed for the integration of peace education into school curricula, its replication in other countries and its evolution into education for development. Speakers expressed concern about the deterioration of education in the West Bank and Gaza Strip and emphasized the need for monitoring closely the impact of the disturbances on the education sector. One delegation praised the cooperation of international and bilateral agencies in the development of health education materials and the literacy campaign in Djibouti. Another example of cooperation cited was the UNDP role in the public works component of water supply in Lebanon.

89. The emphasis on urban concerns and children in peri-urban areas, particularly with respect to provision of health services, was welcomed. More information was requested on Sudan. The Vaccine Independence Initiative in Morocco was described as a means for sustaining UCI. Speakers expressed

appreciation for the "baby-friendly" hospital initiative, particularly in Turkey. Information was requested on other steps taken to promote breast-feeding in the region. The secretariat indicated that priority was given to breast-feeding, which had been promoted through the publication *Facts for Life* and had the support of religious leaders.

90. Several delegations expressed support for the high-level meeting of the League of Arab States to be held on 17-18 November 1992 and requested that UNICEF play an active role in providing necessary support to the meeting and contributing to its success. The secretariat expressed appreciation for the trust in UNICEF and said it would provide support for preparing analytical documentation for the meeting.

91. Speakers outlined the wide range of problems faced by Palestinian children in the West Bank and Gaza Strip and stressed the importance of addressing their psychological and emotional trauma, as well as the physical problems of disability. Others expressed appreciation for the efforts of UNICEF to provide assistance to Palestinian children in Lebanon and in the West Bank and Gaza Strip.

92. The Committee's attention was also drawn to the dwindling amounts of essential perishable goods, including vaccines, drugs and baby food for children in Libya as a result of the sanctions against that country. The secretariat noted this and said that a dialogue had already been initiated with the Government on follow-up to the World Summit goals. (See chap. IV, decision 1992/15 for the recommendation of the Committee as adopted by the Executive Board.)

Asia

93. Fourteen proposals for UNICEF cooperation in the Asia and the Pacific region were before the Committee, as summarized in document E/ICEF/1992/P/L.2. Presentations were made by the UNICEF Representatives in Pakistan and Cambodia, as well as by the Regional Director for South Asia and the Regional Director for East Asia and the Pacific.

94. On the whole, delegations expressed general support for the country programmes. One delegation pointed out that after Africa, Asia was the region of second highest priority. Asia had the largest number of people living in poverty - double that of Africa - and a large number of LDCs. Asia also had a quarter of the world's children and two fifths of all child deaths under five years of age. In addition, WHO projections indicated that the greatest increase of human immunodeficiency virus (HIV)/AIDS incidence up to the year 2000 will be in Asia. A number of Asian delegations briefly touched on the situation in their own countries, with other countries also providing substantive comments and constructive criticism. UNICEF was urged to pay particular attention in country programmes to monitoring and evaluation, and feed these results back to the Governments concerned and to donors. Concerns were also raised about capacity-building.

95. The UNICEF staff in Afghanistan were commended for working under difficult and unsafe conditions. The secretariat was asked to focus on a smaller range of priority activities in that country in order to maximize their impact. It was also asked whether joint planning with other donors and

NGOs in the country could be one way of achieving this focus. Proposed programme staff increases were supported, but one delegation said that this should be through appropriate post redeployment.

96. Several delegations expressed their concerns regarding the grave situation of children and women in Cambodia. One speaker said that Cambodia was especially deserving of support and invited all donors to contribute. Another urged close UNICEF/WHO collaboration to address the alarming malaria situation and to integrate these interventions within the PHC framework. Household food security and a viable database for information on health were also stated as priorities. UNICEF cooperation with NGOs was highly commended, particularly on income-generation and credit projects. The need for an increase in staff posts was appreciated; on the other hand, the secretariat was requested to meet these needs through redeployment of posts. One delegation stated that focus on a smaller range of activities, in which UNICEF had a clear comparative advantage, would be desirable.

97. Sri Lanka was cited as a good example of a low-income country that has achieved relatively high levels of social welfare, although there still existed disadvantaged groups of considerable size with unmet basic needs. Disabled and traumatized children, one result of the country's civil strife, also needed to be rehabilitated into the community, and the success of UNICEF and government collaborative efforts was mentioned in this regard. It was noted that some of the needs of such children in difficult circumstances had been met by expeditious use of global funds. One delegation emphasized that the UNICEF approach of community involvement in nutrition activities should be linked more explicitly to advocacy at higher levels and improvement of women's nutritional status, particularly reduction of anaemia and increase of pre-pregnancy weight.

98. The needs in the South Pacific region were described as considerable. In particular, UNICEF was urged to include family planning strategies in country programmes for countries in this region and increase cooperation with WHO and the United Nations Population Fund (UNFPA) on such programmes. Some clarification was sought on the advocacy and social mobilization aspects of the Laos country programme. It was noted that access to basic services was severely limited and that the important role of religious and community leaders should be stressed in enhancing coverage. Questions were raised about the smokeless stove programme and the water supply programme in Bhutan, which was described as being too ambitious. Explanation was also sought on the unmet targets in the Nepal country programme recommendation. The Thailand country programme was held up as an excellent example of an integrated programme effort to combat AIDS.

99. The Pakistan country programme was commended, and the production and analysis of data for advocacy in social policy areas were described as some of the most necessary aspects of UNICEF work in this country. The same delegation also questioned the sustainability of immunization efforts and asked UNICEF to focus on building capacity at provincial and subprovincial levels to implement an integrated and sustainable PHC system. In the view of this delegation, the broad scope, large number and diverse nature of programme activities raised concerns about effective implementation. Another delegation said the expansion of the country programme might make it difficult to give enough attention to monitoring and evaluation. It was stated that some

responsibilities could be better left to other institutions. Consistency was called for in the approach in sanitation, noting that while UNICEF provided free latrines, other donors stressed self-reliance through sale of low-cost units. Reservation was also expressed at the proposed increased level in funding from general resources. Information was requested on how UNICEF activities were contributing to Pakistan's Social Action Plan for 1992-1995.

100. A group of delegations pointed out that the region accounts for some of the highest maternal mortality rates in the world and that the safe motherhood initiative should be of high priority. UNICEF was urged to collaborate with agencies such as WHO and the World Bank, which are also active in this field, in working out viable strategies and plans. The need to emphasize decentralization, women's education and development was mentioned by many delegations, particularly for countries such as Cambodia, Laos and Nepal. Related to this was a suggestion that UNICEF support government efforts to reach women through greater numbers of female health and education personnel. The successful UNICEF experience in training traditional birth attendants could be suitably applied in this regard.

101. Follow-up efforts to the World Summit for Children were lauded, but it was emphasized that achievable goals for country strategies were more important. It was also stated that the Convention on the Rights of the Child should be a guiding framework for programmes. The Plan of Action for Children of South Asia adopted at the South Asian Association for Regional Cooperation (SAARC) Summit in December 1991 was referred to by several speakers who also drew attention to the forthcoming Second SAARC Conference on Children, to be held in Colombo, Sri Lanka, in September 1992. The important role that SAARC countries had played in promoting attention to children, particularly the girl child, was acknowledged. Experience sharing between SAARC member States was encouraged. In the same spirit, one delegation urged increased TCDC in the region, and another offered to share its country's experience in achieving goals.

102. Speakers said the challenge for the Asia country programmes now lay in achieving long-term sustainability, empowering communities, ending gender discrimination, finding a balance between ambition and feasibility, and in dealing effectively with the threats to sustainable development, such as erosion of health budgets, lack of safe water supply and adequate sanitation, growing environmental degradation and the AIDS pandemic.

103. In response, the secretariat said capacity-building began with recognizing that there was local capacity, and utilizing this as it existed. For example, illiteracy should never be confused with ignorance, and ignorance in turn should not be confused with lack of wisdom. In this spirit, various regional meetings on child-related topics had brought together a wealth of local experts, whose traditional knowledge and values were much appreciated. Delegations were given reassurances about the sustainability of the programmes in question, and about inter-agency cooperation. (See chap. IV, decision 1992/15 for the recommendation of the Committee as adopted by the Executive Board.)

Central and Eastern Europe and the Commonwealth of Independent States

104. The Committee had before it a report on UNICEF activities in the region (E/ICEF/1992/L.14), which many delegations found comprehensive, objective and informative. Two delegations made specific reference to the "universality" of UNICEF in this regard. Speakers expressed appreciation for the information provided on inter-agency collaboration and links with NGOs, as well as the options presented in the report for further UNICEF activities in this region. One delegation felt that the options deserved further analysis. Several delegates complimented UNICEF on the collaborative missions to the Commonwealth of Independent States (CIS), which took place in February-March 1992, and the subsequent mission reports. It was noted that the situation had already deteriorated since the missions had taken place.

105. A number of delegates endorsed the Executive Director's recommendations, although one delegation suggested that funding should be reviewed at the 1993 Board session, when the situation could be looked at in the context of the total UNICEF budget. The same delegation also asked how many countries could be expected to benefit from the proposed $2 million for policy development and advocacy, and cautioned that this seemed an ambitious task given the limited funding. Another delegation emphasized the need for a differentiated approach, with a focus on the countries most in need.

106. The secretariat responded that the UNICEF approach would be country-specific, and that activities undertaken in each of the countries would be related to facilitating the establishment of NPAs in line with the Declaration of the World Summit for Children. In this context, some delegations from Eastern Europe expressed appreciation for the various forms of assistance provided by UNICEF, including situation analyses and steps to develop NPAs.

107. One delegation concurred that Albania, Armenia, Azerbaijan, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan qualified as recipient countries. Another speaker emphasized the need to establish clear and objective criteria for UNICEF assistance. More than one delegation stressed that once a country had become eligible for UNICEF assistance, it should be treated in the same manner as other qualifying countries, with equal access to resources on the same basis as traditional recipients. UNICEF should strictly adhere to the criteria established since treating qualifying countries differently could establish an undesirable precedence for other situations. Donors and the developing world were urged by several delegations to keep the scale of the requests for Eastern Europe and CIS in perspective; these requests were described as "mere crumbs of the UNICEF cake".

108. The secretariat explained that the criteria used to classify the Central and Eastern European and CIS countries into categories of those qualifying as recipient countries and those that do not were unavoidably inexact due to the fact that statistics which would be used as normal UNICEF criteria, such as infant mortality rate, child population and GNP were out of date and very uncertain. Board members were reassured that shifts and changes would be made in classification as better data became available.

109. Some delegations endorsed the strengthening of the Geneva office, and one delegation felt that the proposed increase in staffing was too modest.

Another queried whether existing staff in the Geneva office could not assume the additional responsibility rather than creating new posts. The secretariat responded that given the tripling of the number of countries involved, the rapidly evolving and often deteriorating circumstances demanding attention, the commitment to close working relationships with NGOs, and the increased coordination within the United Nations and other agencies, the proposed staff strengthening was modest and would be needed to ensure that the responsibilities of the staff in other areas were not neglected. The secretariat further clarified that the recommendation of the Executive Director did call for four additional posts in the Geneva office. In the absence of a clearly defined scope of work in Central and Eastern Europe and the CIS, arbitrary transfer of staff from the administrative budget to programme activities was cautioned against by one delegation.

110. Many delegations commended UNICEF for its work in Romania, noting that this country had demonstrated that even with limited resources, the impact of UNICEF activities could be considerable.

111. The need to find additional resources and not divert existing funds from traditional developing countries was strongly expressed by most delegations. They said that while developing countries did not object to Central and Eastern Europe and CIS countries benefiting from UNICEF assistance, the already modest funds allocated for developing countries, particularly those in Africa, should not be provided to others. Instead, a strong plea was made for additional resources to be used for Central and Eastern Europe and the CIS countries. One CIS delegation stressed that requests were not being made for regular resources, but only for assistance in working out an effective strategy, assistance which should be considered temporary. It was pointed out that Australia, Italy and the Nordic countries had made separate allocations available for Central and Eastern Europe and the CIS countries.

112. Most delegations called for collaboration and coordination with other United Nations agencies, with special reference to the need for common premises. It was noted that the additional posts in Geneva and in one of the common United Nations offices in the CIS augured well for a more coordinated United Nations system. It was reiterated that all United Nations agencies should respect their mandates using their comparative advantages, a common integrated United Nations approach and a unified response.

113. Some delegations recommended that UNICEF help to create and develop National Committees for UNICEF which could be helpful in advocacy and which could, in the longer term, provide a crucial role in promoting UNICEF interests. The Canadian National Committee was already exploring urgent needs in Albania for legal and technical assistance in rationalizing a chaotic child adoption process. Creation or reinforcement of partnerships between National Committees could be important in this region, particularly in supporting the preparation of NPAs. Some examples of such partnerships already existed, as for example, between Netherlands and Bulgaria.

114. A group of delegations suggested that UNICEF could also play a valuable role in planning for development with a human face, thereby becoming a contributor to "transition with a human face". This could be done by providing assistance during the formulation of new constitutions and legal instruments. Another delegation further stressed that social safety nets were

important and that UNICEF could concentrate its policy efforts in this area. Attention was also drawn to the needs of minority groups. (See chap. IV, decision 1992/19 for the recommendation of the Committee as adopted by the Executive Board.)

Interregional and other programmes

115. The Committee had before it a report on the use of global funds (E/ICEF/1992/P/L.43), a bridging proposal for the use of global funds for 1992-1993 (E/ICEF/P/L.48 and Corr.1) and a progress report on the Children's Vaccine Initiative (E/ICEF/1992/P/L.46 and Corr.1).

116. A number of delegations highlighted the significant role of UCI in the development of health programmes and encouraged further strengthening and sustaining of EPI. The role of women in this effort was emphasized. Also highlighted was the importance of strengthening national capacities for disease surveillance, especially for polio eradication and elimination of neonatal tetanus. Several delegations stressed the need to integrate EPI with the other health activities.

117. A number of delegations expressed support for the Children's Vaccine Initiative. Some said that the goals and priorities of the Initiative were clearer than in the report presented to the Board in 1991. Several delegations said the report was incomplete and had not provided information requested in decision 1991/16 (E/ICEF/1991/15), including information on funding utilization. Others expressed concern about the Initiative taking away funds from other EPI activities and its funds going to research.

118. Other suggestions included building of local capacity in the area of vaccine production and strengthening epidemiologic capacity; preparation of the Initiative proposal as a budget separate from global funds; the need to conduct research on adverse effects of vaccines through the Initiative and field trials of vaccines; and the facilitation of technology transfers to developing countries.

119. A number of delegations expressed concern about increases in vaccine prices and asked for UNICEF assistance in negotiating favourable vaccine prices for developing countries. Other delegations asked for UNICEF assistance with the local production of vaccines through the Initiative to ensure supply of vaccines and strengthen sustainability of EPI.

120. The secretariat stated that the increase in vaccine prices was largely a result of take-over of manufacturing facilities by drug companies and inflationary factors. UNICEF would continue to negotiate with manufacturers to maintain prices at or near 1991 levels; to support local production of vaccines in selected countries; to facilitate the procurement of vaccines for middle-income countries through the Vaccine Independent Initiative; and to raise additional resources to meet the needs of the poorest countries. Priority vaccines for the Initiative were heat-stable polio vaccines, and controlled release tetanus toxoid and measles vaccine for use in younger children.

121. Regarding the bridging proposal for the use of global funds, delegations generally expressed regret at the late distribution of the document and said they had had problems in understanding the document itself and in interpreting the technicalities of its layout. Others asked why there were no breakdowns of costs by individual items in the tables in the report. The secretariat provided some clarification on the technicalities, and explained that because of the nature of the different proposals for the various funds, the document was somewhat confusing.

122. Speakers expressed doubts about the large amounts of unspent balances, particularly for the fund for children in especially difficult circumstances. The secretariat stated that only supplementary funding was requested for this purpose and that it hoped the Board would respect the secretariat's decision not to spend global funds every year if unanticipated needs had not arisen. This explained why some money had been left unspent. There was also a difference between funds that had been allocated but unspent, and funds both unallocated and unspent. In future, the latter would revert back to general resources by the end of the biennium. The requested 6 per cent overhead charge on emergency funds and supplementary funds for children in especially difficult circumstances was intended to provide the type of support needed to link emergency relief to rehabilitation and long-term development.

123. Two delegations also expressed reservations about the scope of UNICEF activities. Agroforestry was seen as an unsuitable activity for UNICEF that was not within its mandate, while the doubling of allocations for environment was questioned. The secretariat said agroforestry and social forestry were not major aspects of any UNICEF programme, but were parts of programmes to help women and communities provide themselves with basic amounts of fuel, fodder and other household needs.

124. The levels of, and the need for funding for two new sectors for PF90s, women and water supply and sanitation, were questioned, especially as these two areas were already integrated within country programmes. However, other delegations reminded the Committee of the support that had been expressed for women's programmes in preceding discussions. The secretariat explained that the two new funds would result in a set of complete funds to match the 1990s goals. These funds would be used for monitoring achievement of the goals, and for cross-country, regional or innovative new activities. (See chap. IV, decision 1992/16 for the recommendation of the Committee as adopted by the Executive Board.)

VIII. PROGRESS AND RESULTS ACHIEVED IN EVALUATION

125. The Committee had before it a report on "Progress and results achieved in evaluation" (E/ICEF/1992/L.9). Speakers stressed the importance and relevance of evaluation activities to organizations dealing with development assistance. It was stated that activities should be adjusted according to the feedback obtained. Evaluations were also necessary for reasons of accountability and because they provided information on achievement and sustainability.

126. There was general support for the recommendations in the report. One delegation suggested that biennial reports be provided on the impact of the

implementation of these recommendations on UNICEF activities starting from 1994. Some delegations supported strongly the suggestion that an executive summary of the multicountry evaluation be distributed as a conference room paper at the next Executive Board session.

127. The report was described as a balanced, frank analysis and as helpful and instructive. The evaluations were commended for having better focus and being of higher quality. The increased interest in impact and cost-effectiveness evaluations was also noted favourably, while the establishment of a Costs and Economics Unit was cited as a practical approach to dealing with the issue of sustainability. The move to a more comprehensive coverage of UNICEF activities, away from concentration on evaluating the health sector, was also welcomed.

128. The report was also criticized by some delegations as not answering all the questions raised. The organizational evaluation plan was described as being too general, while the report's analysis of the estimated annual costs of evaluation was found inadequate. The reporting on evaluation methods was described as adequate by some speakers, and limited by others. The lack of detailed information on analysis of lessons learned, costs, plans and timetables was mentioned. The evaluations were criticized as being too process-oriented, focusing on delivery of inputs and production of outputs. A clearer distinction was requested between independent evaluations and more routine project reviews and monitoring carried out by programme staff.

129. Because terminology had been found unclear, speakers asked that Development Assistance Committee (DAC) terminology be used in future to ensure consistency. One delegation said an annual synthesis project success rates would be useful in the context of influencing continued financing. Another delegation asked how evaluation results were fed back into the programming process, and what quality control mechanisms there were. Several delegations asked for more information on the impact and achievement of objectives. A group of delegations questioned the report's premise that implementation of an activity, leading to achievement of project objectives, should result also in the achievement of programme objectives. Two delegations suggested that evaluation be used to monitor progress towards the World Summit goals, as part of a thematic rolling evaluation plan.

130. Clarification was requested on the financing of the UNICEF Evaluation Office. One delegation stressed that the Office should be funded out of the administrative budget, rather than out of global funds, as was presently the case.

131. It was suggested that increased attention be paid to evaluation of emergency aid, which was a difficult and neglected area. The role of government counterparts, which was critical for national capacity-building, also required emphasis. In this context, UNICEF support was requested for training of national monitoring and evaluation personnel. The secretariat was asked to ensure the sharing of methodologies and findings between sectors and between countries and regions, and also to link evaluation with other programming components. Collaboration in joint evaluations and sharing of ideas with others outside the organization working in the same field was encouraged.

132. In response, the secretariat said it had taken note of all remarks. Impact evaluations were desirable but difficult to implement, because one could never be quite sure of impact. Board members were reassured as to the UNICEF commitment both to capacity-building and to objective evaluations. One example of this was in north-east Brazil, where assessment and evaluation work were carried out by the local officials concerned. Regarding joint evaluations, there had been considerable growth in their numbers. The secretariat agreed that DAC terminology would be used in future. The budget for evaluations had continued to increase for UNICEF and fell in the recommended range of between 2 and 5 per cent programme expenditure. (See chap. IV, decision 1992/24 for the recommendation of the Committee as adopted by the Executive Board.)

IX. WOMEN IN DEVELOPMENT

133. The Committee had before it a progress report on "Achievements made in the implementation of the UNICEF policy on women in development, including the situation of the girl child" (E/ICEF/1992/L.5). In its introduction, the secretariat said the growing commitment of UNICEF to this issue was demonstrated by the fact that one third of its programme resources, approximately $200 million a year, was being spent on women-related activities. The great mobilization that had been built up for the girl child had also created a unique opportunity to build a strong alliance linking the women's movement with the movements for the environment and children. Delegations expressed appreciation for the comprehensive and informative report and expressed general agreement with it. One delegation requested that her country, Morocco, be deleted from the list of countries in paragraph 7 of the progress report which referred to the effect on women of the situation between Iraq and Kuwait. Another mentioned that the report needed to be more analytical.

134. Several delegations emphasized that the improvement of the status of women was a moral imperative for human rights as well as for enhancing the socio-economic development of countries. Many delegations stressed that education was the key factor to improving the status of women, since it increases their awareness of their legal rights and opportunities for employment and enables them to manage their health, including fertility, and the health and nutrition of their children and families.

135. Several delegations proposed affirmative action to bridge the gender gap and increase the number of women at decision-making levels. The need for legal reform and improved legal status for women was emphasized. One speaker gave the example of the positive impact of the abolition of polygamy in his country. Many delegations appreciated and commended UNICEF emphasis on the role and participation of men in the areas of parenting, family planning, women's health, decision-making and workload reduction. The need for the education of men and young boys to enable them to accept women's and girls' rights and equal status was mentioned.

136. The current UNICEF approach of viewing women's health in a holistic manner throughout the life cycle was commended. Increased attention to gender perspectives was considered essential, in view of the fact that many of the health problems experienced by women were rooted in gender disparities in the

division of labour, access to resources and decision-making processes. One delegation recommended that the different health-related programmes should work together to improve women's health and income and reduce their workload. Many delegations expressed concern about the alarming situation of women and HIV/AIDS and called for intensified advocacy and education programmes to combat the growing problem. One delegation pointed out that new initiatives undertaken by UNICEF, such as the "baby-friendly" hospital initiative, should also ensure attention to the essential needs of women as well as the needs of children.

137. Delegations urged UNICEF to strengthen its efforts in the areas of literacy and non-formal education for women. It was recommended that non-formal education should be strengthened to reach women and girls who had missed out in the formal educational system. Delegations further noted that preventing AIDS and premature pregnancy, combating gender discrimination and escaping economic dependence all required better education.

138. Many delegations shared the concern of UNICEF for the improvement of women's economic security and independence. They suggested that additional work was needed to quantify women's participation in both the formal and informal sectors and to reflect the values of women's household and production work in national accounts. One delegation stated that, contrary to what was stated in the report, structural adjustment per se did not undermine women's survival; structural adjustment may actually foster informal sector and micro-enterprise development, areas where women work. The secretariat acknowledged the point raised but noted that the impact of structural adjustment programmes had to be closely monitored in order to develop effective safety nets to protect vulnerable women and children. Some delegations suggested that UNICEF increase employment opportunities for women by funding income-generation schemes. One delegation proposed the establishment of "women-friendly" banks as a means of increasing women's access to credit. Several delegations recommended the use of unconventional structures to reach women at the grass roots.

139. With regard to the situation of the girl child, many delegations expressed appreciation for the progress made by UNICEF, especially in increasing girls' access to basic education. They welcomed the support given by UNICEF to several NGOs, and noted that universal access and compulsory schooling by themselves do not necessarily reduce the gender gap in education. They thus called for affirmative action and for specific interventions at the community level including non-formal education and literacy programmes. Delegations recommended the adoption of strategies to empower the girl child and women with knowledge on AIDS prevention, avoidance of teenage pregnancy and special education programmes for teenage mothers and young married girls. They further recommended that UNICEF promote positive role models for girls, such as more women teachers. Delegations said NPAs should set appropriate targets and time-frames for girl children for the achievement of all the goals for the 1990s.

140. Special attention was drawn to the health and nutritional needs of the girl child, especially at puberty. Delegations commended UNICEF support to the Inter-African Committee on Traditional Harmful Practices Affecting the Health of Women and Girls in setting targets for eradicating female genital mutilation by the year 2000. Several delegations recommended that UNICEF

accord the highest priority to the eradication of the practice through its advocacy and health programmes and provide support to national and international movements working for the same cause. The secretariat responded that UNICEF would continue to support local leaders and initiatives in this area, using culturally sensitive and appropriate approaches according to its policy.

141. Many delegations commended the UNICEF concern with lessening the workload of girls and women. One delegation urged UNICEF to go beyond advocacy and undertake concrete actions to reduce the workload of girl children and women. The secretariat acknowledged the need for increased action and noted that current activities in child-care services, water supply and appropriate technology such as cooking stoves and grinding mills all contributed to workload reduction. It also emphasized that more equitable work-sharing was necessary at the household level between boys and girls and men and women. Attention was drawn especially to the vulnerable position of girl children in resource-poor, female-headed households. Several delegations emphasized the need to protect the legal rights of working girl children. One delegation expressed appreciation for the support that UNICEF is giving to the African Network for Protection and Prevention against Child Abuse and Neglect.

142. Many delegations welcomed UNICEF efforts to improve the database on gender disparities, and called for much greater attention to the disaggregation of data by gender in the areas of infant mortality and morbidity, breast-feeding patterns and vaccination. Several delegations requested that in future reviews, UNICEF should provide information on the methodologies and concrete measures undertaken in the production of gender-sensitive statistics as well as gender planning. Delegations also recommended improved reporting on field-level accountability and the monitoring and evaluation of the implementation of the UNICEF policy of women and girls. Several delegations urged that women's labour inputs in the household, formal and informal economies be used as real indicators of GNP. The secretariat appreciated the concern and noted that the inter-agency publication, The World's Women, 1970-1990: Trends and Statistics, was a step in the right direction towards developing gender-sensitive indicators.

143. Some delegations welcomed and supported the proposal to establish a global fund for women and the girl child with an allocation of $2 million from general resources and $5.5 million from supplementary funds for the period 1992-1994. Delegations recommended that UNICEF use these resources on concrete activities with appropriate quantifiable goals to enhance women's income and employment, the education and vocational training of girls and special projects for women's and girls' health. Several delegations requested information on progress made in appointing regional advisers on women in development. The secretariat replied that detailed information would be provided in the Committee on Administration and Finance.

144. Information was requested on progress made with regard to the 1988 recommendations made by the Committee for gender training in UNICEF and the target set to train 50 per cent of the staff by the end of 1990. Delegations also recommended that such training should cover all levels of UNICEF staff. The secretariat explained that progress was being made in sectoral, country and global-level training towards reaching the target by the end of 1992. A detailed report would be presented to the Executive Board at its 1993 session.

145. Many delegations recommended greater cooperation and collaboration with other United Nations agencies, notably the United Nations Development Fund for Women, UNDP and the United Nations International Research and Training Institute for the Advancement of Women. They noted that this was particularly essential in the preparations for the Fourth World Conference for Women, to be held in Beijing in September 1995. Several delegations urged UNICEF to provide substantive support to the country-level preparations for the Conference. Others stressed that nothing less than full commitment and collaboration on the part of communities, Governments, United Nations agencies, bilateral donors, NGOs and religious groups is necessary to end the "apartheid of gender" identified in the 1992 State of the World's Children report.

X. EMERGENCY OPERATIONS

146. In the discussion of the report on UNICEF emergency operations in 1991 (E/ICEF/1992/11), a large number of delegations commended UNICEF staff for their work under the most difficult circumstances in numerous emergency situations around the world. Several delegations also offered their condolences on the tragic death of Dr. Marta Pumpalova, a UNICEF paediatrician who was killed in Somalia in January 1992.

147. Many delegations noted the significant increase in the number and complexity of emergencies in 1991 and the more than doubling of UNICEF expenditure in this area. Several delegations noted that despite the obvious need for UNICEF to continue to respond to emergencies, the organization should not divert its attention from its priority task of providing development assistance. In addition, it should ensure that there remains a strong linkage between UNICEF emergency programmes and its development activities. Many delegations referred to the need to increase support for children in situations of armed conflict. Some delegations also noted the importance of responding to the psycho-social trauma of children as well as to their physical needs.

148. A number of delegations commented on the reorganization of United Nations emergency response mechanisms, as well as the appointment of Mr. Jan Eliasson as Emergency Relief Coordinator and Under-Secretary-General for Humanitarian Affairs. These delegations commended UNICEF for its efforts to date in support of the Under-Secretary-General and the Department of Humanitarian Affairs, in particular for the secondment of Mr. Charles LaMunière to head the Department's office in Geneva. Many delegations mentioned the need for UNICEF to continue to support the efforts of the Department, particularly in the areas of UNICEF comparative advantage and by participating in joint assessment missions and cooperating fully in the preparation and issuance of consolidated appeals. Many delegations commented on the usefulness of consolidated appeals.

149. Several delegations asked the Executive Director to report in 1993 on the implications of the creation of the Department on UNICEF emergency operations and management, including the role and function of the New York and Geneva offices, staffing levels and the functioning of the Emergency Reserve Fund (which was subsequently renamed the Emergency Programme Fund (EPF)). One delegation requested that the report on emergency operations to be presented to the 1993 Executive Board should include information on UNICEF coordination

with the Department of Humanitarian Affairs and on emergency evaluation activities.

150. A number of delegations endorsed the important role that UNICEF plays in emergencies, citing its speed in responding, flexible actions and effectiveness. These delegations suggested that UNICEF should continue to cooperate and coordinate its response to emergencies with the other operational agencies, notably the World Food Programme (WFP) and UNHCR, as well as the Department of Humanitarian Affairs. They also suggested that UNICEF strengthen its linkage with NGOs and develop further both local and national capacity to prepare, plan and mitigate the consequences of emergencies. A number of delegations suggested that national capacity could be enhanced by improving and increasing emergency training for national staff. One delegation encouraged UNICEF staff to continue to participate in the Department of Humanitarian Affairs/UNDP emergency management training workshops.

151. A number of delegations noted with concern the apparent diversion of resources from development activities towards emergencies and said UNICEF should exercise good judgement in the allocation of its resources to emergencies. Several delegations commented on the Executive Director's proposal to extend a 6 per cent recovery charge to emergency contributions and recommended that the details of the proposal should be discussed in the Committee on Administration and Finance.

152. The Under-Secretary-General for Humanitarian Affairs addressed the Committee and expressed his gratitude to UNICEF for its cooperation with his new office and for the vital role UNICEF plays in emergency situations. He stressed the need for a comprehensive and coordinated response to emergency situations; this was especially important given the apparent fragmentation of a number of States and the increasing complexity and severity of emergencies. He stated that there were increasingly political dimensions to emergencies, which therefore could not be treated solely as relief operations. Preventative humanitarian diplomacy was required, which needed innovative approaches. At the same time, emergency assistance must be seen as part of a continuum which included rehabilitation and development.

153. The Under-Secretary-General observed that increasing demands were being placed on the United Nations and expectations were enormous. He emphatically underscored the importance of making the necessary resources available to the United Nations to complete successfully the tasks assigned to it. In closing, he stated that the creation of the new Department and the coordination of emergency operations was offering a model for other aspects of United Nations reform. The task was difficult, but with the support of UNICEF and the international community, the Department could become a positive instrument in providing emergency humanitarian assistance.

154. Concerning ongoing coordination efforts, the secretariat strongly reaffirmed its commitment to support fully the efforts of the Under-Secretary-General and his office, as well as to continue to develop its cooperation and collaboration with sister United Nations agencies, NGOs and others. The secretariat also agreed to report at the 1993 Board session on the implications for UNICEF of the creation of the new Department including staffing, the EPF and the New York, Geneva and Nairobi emergency units.

155. The newly appointed Executive Director of WFP also addressed the Committee. She stressed the many forms of collaboration between UNICEF, expecially in health care and school-feeding projects, where 40 per cent of WFP resources for development had been spent in the last four years. She cited examples of projects in Honduras, Malawi and Viet Nam where UNICEF and WFP worked together to provide both food and MCH care. She stressed that support to female-headed households was a particular priority.

156. Of particular importance was the collaboration between the two agencies in the area of emergency operations, she continued. Millions of people in developing countries affected by both natural and man-made disasters needed food aid to sustain them until they could resume a normal life. The ongoing drought in southern Africa was perhaps the most dramatic example of how UNICEF and WFP were working together to provide food and water to those in need, but other critical areas such as the Horn of Africa would not be forgotten. The collaboration between the two agencies on joint appeals, in organizing projects and in working with donors were evidence of the commitment of the United Nations system to helping poor women and children throughout the world.

157. The secretariat stressed the growing importance being accorded to emergencies and welcomed the successful reorganization of the United Nations emergency response system. It noted with concern, however, the diversion of development funds towards emergencies and suggested that funds for emergencies should be additional. The secretariat paid tribute to UNICEF field staff in war and conflict areas, mentioning Afghanistan, Somalia, Yugoslavia and other countries, and thanked the delegates for their tributes to UNICEF staff working in areas of conflict. (See chap. IV, decision 1992/20 for the recommendation of the Committee as adopted by the Executive Board.)

XI. EDUCATION FOR DEVELOPMENT

158. The report on education for development (E/ICEF/1992/L.8) was introduced by the Director of the Division of Information. A statement was also made by a representative of the United Nations Educational, Scientific and Cultural Organization (UNESCO).

159. Delegations expressed unanimous support for the policies outlined and the activities described in the report and for its new, broader conceptualization of education for development. Many delegates remarked on the relevance to people everywhere of the aims of education for development: the promotion of global solidarity, peace, tolerance, social justice and environmental awareness. The appropriateness of education for development to the holistic view of development being promoted by UNICEF and other United Nations agencies was also pointed out. The non-prescriptive framework of education for development would also help to bring together the various themes and activities of the National Committees for UNICEF and thus increase their effectiveness in this area. A group of delegations commented positively on the common global concept and action-oriented learning process put forward in the report. This point was reinforced by another delegate who, having raised a number of important issues regarding Education For All, emphasized that people can be empowered only through education.

160. Many delegations highlighted the role education for development could play in advocacy in general. It could actively promote the goals of the World Summit for Children, the World Conference on Education for All and, in particular, the Convention on the Rights of the Child. It was pointed out that much of what the report promotes had relevance to other activities, both those carried out by National Committees for UNICEF and within UNICEF in general. Positive influence on information and fund-raising activities was a concrete example. One delegation felt that some of the values expressed in the paper should influence the work of the Greeting Card and related operations, particularly when it came to public and special events. Another delegation pointed out that education for development could play a part in counteracting the many negative images of developing countries so frequently shown on television and in other public media. Delegations stressed the need for communicating information on the appropriateness of education for development as a means of informing children and young people about the Convention on the Rights of the Child and empowering them to participate in the process of implementation of its various articles.

161. Speakers warmly welcomed the proposal to widen the outreach of education for development to developing countries. Immense potential was seen in joint National Committee/UNICEF country office projects in education for development, to the benefit of all involved. Education for development could help to produce a closely-knit professional community within the different sectors of UNICEF work. Another delegation recognized that the contribution of education for development (and thus of UNICEF) to curriculum development and teacher-training played an important role in the process of development and the empowerment of people. It was also stressed that education for development should be integrated into regional and country programmes.

162. Several delegations also welcomed the report as an important contribution to international understanding. However, it was felt by some that particular support in respect of education for development should be given to the National Committees in Central and Eastern Europe as well as to those which would be established in the CIS and the Baltic States.

163. Many speakers also welcomed the closer collaboration between UNICEF and UNESCO proposed in the report. This relationship was the main theme of the contribution made by a UNESCO representative, who said the report provided an excellent basis to strengthening the cooperation between the two agencies. (See chap. IV, decision 1992/25 for the recommendation of the Committee as adopted by the Executive Board.)

XII. PREVENTION OF THE HUMAN IMMUNODEFICIENCY VIRUS/ACQUIRED IMMUNE DEFICIENCY SYNDROME

164. The Committee reviewed and commented on the report on the UNICEF programme approach to the prevention of HIV/AIDS (E/ICEF/1992/L.11).

165. The Director of the WHO Global Programme on AIDS (GPA) addressed the Committee and stressed that the toll of HIV/AIDS on women and their children was steadily increasing. He highlighted the increased attention now being paid by the international community to United Nations coordination in HIV/AIDS-related activities. Existing coordination mechanisms had served the

system well, but some adjustment was now required to keep pace with the fast-evolving epidemic. It was remarked that the UNICEF programme approach presented to the Executive Board was very much in line with that of GPA, and that WHO welcomed the UNICEF emphasis on AIDS prevention and education directed towards youth, as well as its specific attention to AIDS orphans, community activities and improved social service support to women and their families. The UNICEF emphasis on community-based strategies and supporting effective NGO work were also in accordance with GPA.

166. Many delegations participated in the discussion and strongly encouraged the strengthening, broadening and acceleration of UNICEF-supported activities in HIV/AIDS prevention and care. Several delegates commented on the need for UNICEF to be an active participant in current efforts to improve coordination at global level, and placed particular emphasis on the need for strengthened collaboration at country level.

167. Other delegations emphasized that country strategies should include efforts to reduce pregnancy among HIV-infected women, decrease risk behaviour, reduce HIV infection through health care services and reduce the economic impact of AIDS. Poverty and illiteracy were noted as obstacles to behavioural change, and the effectiveness of in-school education was hampered by low enrolment, requiring further emphasis on community-based solutions.

168. The need for UNICEF support for more monitoring and evaluation, training for medical personnel, testing kits and supplies was also noted.

169. The joint statement with WHO on breast-feeding and its relation to HIV transmission was questioned by one delegation, which strongly recommended that the position be reviewed and modified within a year, in view of the reality that alternatives to breast-feeding, which included the increased risk of diarrhoeal disease, were not really viable ones for poor people. Another delegation asked how the policy would be disseminated to field offices and encouraged that it be done prior to November.

170. Several delegations encouraged more vigorous UNICEF support to condom promotion efforts, noting the particular strengths of UNICEF in procurement, logistics support and distribution. More substantial financial reporting of the allocation of AIDS-prevention resources by activity, funding type and staffing was required. Concern was expressed that insufficient specifics were provided with regard to programme plans to support drug supplies and core activities for AIDS orphans.

171. Concern was also expressed by one delegation that some UNICEF country programmes were not giving AIDS orphans priority. One delegation cautioned that children whose parents had died of AIDS are stigmatized by the term "AIDS orphans" and that once institutionalized, children were stigmatized further.

172. Several delegates emphasized that AIDS was an economic, emotional and social issue and indicated their concern that UNICEF maintain a social focus on AIDS activities. One delegation cautioned that the problem of AIDS involved "taboo" subjects and that objective information must be provided with an effort not to offend different elements of a society. However, other delegations emphasized that support services should consider social and emotional needs and ensure that ethical questions are not neglected. Some

delegations felt strongly that AIDS issues were intrinsically bound with mores and values, and that abstinence and fidelity should be emphasized, as well as the spiritual, emotional and moral welfare of the child. It was therefore important to involve local and religious leaders in efforts for behavioural education. One speaker said advocating sex within marriage and reinforcing the message of religious leaders would be the main focus of the AIDS efforts in his country. On the other hand, another delegation stated that partner reduction, as recommended in the report, may not be a feasible option for some, and stressed that UNICEF should devote more attention to condom use. The secretariat responded that for many societies, condoms were simply not available, and that for such cases, behavioural advocacy was the most effective approach.

173. One delegation indicated that the particular responsibility of UNICEF should be on children in especially difficult circumstances and abandoned, street, war-displaced and neglected children. Another delegation encouraged that HIV prevention efforts be pursued as part of MCH activities. UNICEF was encouraged to disseminate information on results of studies on successful interventions to countries. The reliability of global AIDS indicators was questioned by one delegation, which encouraged paying further attention to this effort. (See chap. IV, decision 1992/26 for the recommendation of the Committee as adopted by the Executive Board.)

XIII. ACUTE RESPIRATORY INFECTIONS

174. The Committee had before it a report on strategies for controlling acute respiratory infections (ARI) in the 1990s (E/ICEF/1992/L.12). Speakers acknowledged the importance of measures to control ARI in the context of childhood mortality reduction. ARI remained a principal killer of infants and children, resulting in an annual global death toll of 4.3 million children under five years of age. Delegations encouraged UNICEF to continue to be involved in the control of ARI and to strengthen further its support.

175. Delegations emphasized the need for continued close collaboration with WHO. Several delegations underlined the comparative advantage of the UNICEF field presence and suggested that UNICEF support ARI control activities at country level. Research activities should be undertaken by WHO because of its expertise. The objectives of the UNICEF ARI control programme were strongly endorsed, including reduction of mortality due to pneumonia in children under five years of age; reduction of the inappropriate use of antimicrobials and other drugs, mainly cough and cold medicines, for the treatment of ARI in children; and reduction of the incidence of acute lower respiratory infections, particularly pneumonia.

176. It was reaffirmed that the major strategies for controlling ARI in the 1990s would be standard case management to reduce mortality through proper diagnosis and the appropriate use of antibiotics for the treatment of acute lower respiratory infections, while discouraging the abuse of antibiotics and other drugs for upper respiratory infections; and preventive measures to reduce both morbidity and mortality. Immunization would be continued, which primarily reduced measles, pertussis and diphtheria. Vaccines against *pneumococcus* and *Haemophilus influenzae*, the main bacterial causes of pneumonia in children, were being developed, and when available, may be

included. Delegations also affirmed the importance of other measures such as involvement of community health workers and volunteers; appropriate communications strategies and activities; strengthened monitoring and supervision; and improved home care for ARI. Preventive measures such as activities for the promotion of breast-feeding and provision of vitamin A were also encouraged.

177. One delegation stated that UNICEF resources for controlling ARI should be used for measures that were known to be effective, rather than on risk factors which might be difficult to influence, such as low-birth weight, malnutrition and indoor and outdoor pollution. Others stressed that it was important to restrict the number of activities being implemented to ensure functional effectiveness and implementation of country-wide interventions at national scale.

178. Several delegations cautioned UNICEF against the development of vertical programmes. It was also stated that UNICEF strengths in working at community level needed to be exploited fully. This would improve the community's capacity and ensure sustainability. The secretariat stated that the concerns regarding verticality would be noted, and explained that measures to address ARI were part of a "mortality reduction package" whose support of ARI control at national and subnational levels would be integrated with other efforts to reduce and prevent infant and young child morbidity and mortality. It was generally agreed that integration of activities for reduction of infant and child mortality was essential in the interest of communities, as well as for the development of PHC systems.

179. The need to develop a PHC system where it was not present, and to use the system where present, was underlined. Delegations emphasized that the ARI programme should become an instrument to strengthen PHC, which, although it was specific to a disease, should be designed and implemented in the broader context of health promotion. Depending upon the degree of infrastructure development in countries, interventions would have to be phased in. Home- and village-based care needed to be developed along with adequate referral facilities.

180. It was reaffirmed that the drug supply system would receive special attention with a view to establishing affordable and sustainable systems; wherever possible, the principles of the Bamako Initiative will be applied. Some delegations warned against the misuse of antibiotics and cautioned that UNICEF needed constantly to be aware of drug resistance patterns which may emerge over time. (See chap. IV, decision 1992/27 for the recommendation of the Committee as adopted by the Executive Board.)

XIV. COLLABORATIVE ACTIVITIES IN FAMILY PLANNING

181. A joint report prepared by UNFPA and UNICEF on "Collaborative activities in family planning" (E/ICEF/1992/L.13) was before the Committee for consideration. The discussion was preceded by a brief introduction by the Deputy Executive Director, Programmes and by a statement from a representative of UNFPA.

182. An observer delegation stated that the report was to be commended for making clear that Governments have the primary role for coordination at the national level. The same speaker commended the reference made in the report to the joint letter to staff of February 1991 of WHO, UNICEF, UNDP and UNFPA on MCH and family planning which encouraged further collaboration between those agencies, within their respective mandates, in relation to MCH and family planning. He said the joint letter had noted that UNFPA goals are more specific as to family planning, while UNICEF goals are more detailed in terms of child health and emphasize birth spacing. The same speaker went on to say that it was clearly stated in the Executive Director's report that UNICEF is not involved in sterilizations or abortions and does not provide contraceptives. However, this was not stated clearly in the present report. UNICEF should be as clear as possible in all its documents to ensure that no duplication and overlapping of responsibility should occur inadvertently.

183. Another delegation stressed that all women should decide themselves when and whether to have children; coercion to use or not to use contraceptives was unacceptable and it was therefore welcome that UNICEF was "encouraging" children by choice and not by chance. Support was expressed for UNFPA/UNICEF collaboration, and it was said that indicators need to be established for this collaboration; country-level reports would be desirable. It was suggested that there should be a joint consultative committee for UNFPA and UNICEF collaboration.

184. Speakers cited the factors leading to women having fewer children, such as female education and literacy, female employment, child survival programmes and good health-delivery systems. One delegation stated that because UNICEF activities focused on CSD interventions, by implication UNICEF actions were oriented towards reduction of family size. However, it was proposed that UNICEF should support family planning in a more active way, through measures such as education on family planning, facilitation of information sharing between countries and training of family planning workers. It was not the role of UNICEF to purchase or distribute contraceptives, but UNICEF funds should be available for the promotion of family planning.

185. A group of delegations commended the report for giving ample and valuable information. However, the report did not clearly spell out UNICEF policy in family planning, which instead was described briefly in the Executive Director's report. These countries asked that the UNICEF general policy on family planning be more clearly elaborated, and asked UNICEF to elaborate further on possibilities for becoming more actively involved in the distribution of contraceptives. The UNICEF transport fleet, already delivering medical supplies, could be used for this purpose, while the strong UNICEF field structure could be put to good use without additional cost. Further, the choice of contraceptives could also be linked to measures and messages to combat the spread of the HIV/AIDS pandemic. The third in the list of common goals for UNICEF, WHO and UNFPA (which, as found on page 22 of the report, is "access by all couples, especially women, to family planning information and services, so as to avoid pregnancies that are too early, too late, too many or too frequent during a woman's reproductive cycle"), was criticized as being too general in formulation. Time-bound subgoals or specific guidance on how to reach women were called for. The urgency of the issue of population growth was stressed.

186. An observer delegation said the UNICEF transport system should not be used for the distribution of contraceptives because other agencies fulfilled this role.

187. Other delegations asked for more information on the impact and actual activities at country level, periodic updates and community participation with regard to the acceptance of small family norms. Both agencies were requested to address gaps that still existed in the collaboration. Top-down policy approaches could also run into logistical problems at field level. UNICEF was asked to be clearer about its position on abortion.

188. In its response, the secretariat confirmed that coordination was the responsibility of Governments. The UNICEF transport fleet was usually used by the Government for transportation of drugs and medical supplies to health care centres, and it was not for UNICEF to decide whether family planning supplies should be included or not; it was usually determined by the Government in consultation with UNFPA or bilateral donors. Regarding better family planning education, Facts for Life already had a chapter relating to this, and it had been translated into some 136 languages. The UNICEF Caribbean programmes also had a strong emphasis on better parenting and birth spacing, including the role of men. UNICEF support was being provided for monitoring and statistical support of UNFPA programmes. Regarding a clearer statement of UNICEF policies, the secretariat responded that it would abide by Board decisions. At present, decision 1991/11 (E/ICEF/1991/15), taken together with the joint WHO/UNICEF/UNDP/UNFPA letter to staff, provided clear enough guidance to the field. Regarding a joint consultative committee for family planning collaboration, a tripartite group meeting every six months already existed at the secretariat level. Finally, the secretariat pointed out that the most crucial factor in family planning programmes was people's norms and values and acceptance of services offered by family planning workers. The high cost of condoms for poor countries was also pointed out. (See chap. IV, decision 1992/28 for the recommendation of the Committee as adopted by the Executive Board.)

XV. REPORT OF THE UNICEF/WHO JOINT COMMITTEE ON HEALTH POLICY

189. The Committee had before it the report of the special session of the UNICEF/WHO Joint Committee on Health Policy (JCHP) (E/ICEF/1992/L.18). The report highlighted the excellent collaboration between the two agencies and the unique opportunity for collaboration in follow-up to the World Summit for Children. It was noted that plans were being made to collaborate closely in monitoring the progress towards the 21 health goals of the Summit. The report also outlined the joint concern of JCHP regarding the increase in prices for vaccines and the follow-up by the Executive Boards of both agencies. The joint response to the cholera epidemic was described and points of action outlined for both agencies. The "baby-friendly" hospital initiative was also a topic of the meeting. WHO and UNICEF support and strategies for strengthening management of district health systems were also discussed.

190. The Committee noted with satisfaction the continuing close collaboration between the two agencies, particularly on Summit follow-up and monitoring, and

the strategic inputs for district health systems, which included the Bamako Initiative. (See chap. IV, decision 1992/29 for the recommendation of the Committee as adopted by the Executive Board.)

XVI. REPORT OF THE UNESCO/UNICEF JOINT COMMITTEE ON EDUCATION

191. Before the Committee was the report on the May 1992 meeting of the UNESCO/UNICEF Joint Committee on Education (E/ICEF/1992/L.19). Delegations were in full agreement about the Education for All goals. It was pointed out that much work still remained to be done, particularly regarding the girl child and women's literacy. Strengthening national capacities was stated as a priority, as were participative microplanning and local-level capacity-building. One delegation stated that experience had shown that education should not be viewed merely as another service, but as a means for empowerment of the poor.

192. The secretariat commented on the various activities being carried out in the developing countries. These included development of learning indicators in terms of learning achievement, not years of school attended; various innovative forms of education such as the Bangladesh Rural Advancement Committee Schools, the Escuela Nueva project in Colombia; and massive support for teaching and educational materials. (See chap. IV, decision 1992/30 for the recommendation of the Committee as adopted by the Executive Board.)

XVII. OTHER BUSINESS

193. One delegation proposed that Board members become more involved with UNICEF field activities, and that field visits by teams of Board members, which would include both developing and industrialized country delegations, would be a good idea. The Committee expressed general agreement on this and consequently a draft decision on the matter was referred to the drafting group. The question of funding for such trips would be referred to the Committee on Administration and Finance.

194. Another delegation stated that it welcomed UNICEF efforts to reach the poorest. The relevant section in the Executive Director's report (E/ICEF/1992/2 Part II), however, neglected to mention the knowledge that the poor possess themselves to deal with their own situation. It was agreed that an internal strategy/policy paper would be prepared by the secretariat to address this issue. No time-frame was specified. (See chap. IV, decisions 1992/31 and 1992/32 for the recommendations of the Committee as adopted by the Executive Board.)

XVIII. ADOPTION OF RECOMMENDATIONS TO THE EXECUTIVE BOARD

195. The Programme Committee held its 13th meeting on Friday, 26 June to take action on proposals made by the drafting sessions and to make its final recommendations to the Executive Board. The recommendations made to the Board are contained in the statement of the Chairman of the Committee (E/ICEF/1992/P/L.49 and Add.1) and in chapter IV of the present report.

196. With regard to the decision on ensuring child survival, protection and development in Africa (decision 1992/22), one delegation advised the Committee that francophone ministers responsible for children would be meeting in Dakar in 1993.

197. Two speakers asked that reference be made in the decision on family planning (decision 1992/28) to "respect for political and cultural considerations". After several delegations said that the negotiations on the text had been difficult and asked that it not be changed in the interests of consensus, it was agreed that the text would not be altered.

198. A number of speakers discussed the wording of the decision on field visits (decision 1992/32). One delegation said because the text referred to equitable geographic distribution, it meant that all Board members should be able to participate in field visits. The text that had been submitted by the drafting session (E/ICEF/1992/CRP.51) made reference to representatives of "low-income" countries having their expenses covered by the UNICEF administrative budget. However, "low-income" could mean that a country with a GNP of just over $750 would be excluded from field visits because it did not meet the "low-income" criteria but still did not have the resources to pay for field visits. On the suggestion of another delegation, the words "low-income" were deleted from the text and it was decided that representatives of countries other than developed countries would be covered on a sliding scale from the administrative budget.

199. One delegation said it did not wish to block consensus, but still had very serious reservations on the issue. All delegations on the Board should be allowed to participate in the field visits. Because a country had a high per capita GNP, did not mean that it had money to pay for the field visits. The GNP of a particular country should not prejudice the selection of its representative for participation in a field visit.

200. Another delegation stressed that every effort must be made to ensure that there was rotation among Board members visiting the field so that representatives of countries that could fund their own visits were not the only ones participating. It was also stated that the matter would have to be reviewed in the future. Another speaker wished it clearly recorded that field visits must under no circumstances be regarded as an exercise in evaluation or inspection of the substance or manner of implementation of any of the programmes visited, both of which were separate processes.

<ins>Annex II</ins>

REPORT OF THE COMMITTEE ON ADMINISTRATION AND FINANCE ON ITS MEETINGS HELD AT UNITED NATIONS HEADQUARTERS FROM 22 TO 23 JUNE AND ON 26 JUNE 1992

I. ORGANIZATION OF THE SESSION

1. The Committee on Administration and Finance of the United Nations Children's Fund (UNICEF) held four meetings, with Mr. Hiroharu Koike (Japan) as Acting Chairman.

2. The provisional agenda, contained in document E/ICEF/1992/1/Rev.1, annex II, was adopted by the Committee. Observations and inquiries were made by delegations on each agenda item. The secretariat provided clarifications and answers prior to the Committee's action on each item.

II. FINANCIAL MEDIUM-TERM PLAN, 1992-1995

3. The Committee reviewed the financial medium-term plan contained in document E/ICEF/1992/3.

4. Two delegations commented on the improved transparency of the document as a result of the self-explanatory and illustrative tables and figures. One delegation suggested that the narrative could be made briefer and more concise.

5. Several delegations noted that the general resources cash balance at the end of 1991 was much higher than the liquidity policy required, and one delegation was particularly concerned that a high cash balance might hamper fund-raising appeals. The secretariat responded that the financial plan showed an acceleration of programme expenditures which would rapidly reduce the cash balance. The secretariat also explained how the surplus cash balance could be used to finance supplementary-funded programmes that had remained unfunded for more than one year.

6. One delegation observed that income for 1991 was less than planned by $51 million due primarily to the increase in the value of the United States dollar. The delegation further observed that programme expenditures had been reduced by an even larger amount and suggested that the slowdown in programme expenditures reduction may have been more than necessary. The secretariat responded that an increase in the value of the United States dollar also affected programme expenditures, but concurred that in hindsight the slowdown in programme expenditures might have exceeded requirements.

7. One delegation observed the high level of contributions for emergencies in 1991 and asked the secretariat if the level forecast for 1992 in the financial medium-term plan would be revised upwards. The secretariat responded that at the end of May 1992, contributions for emergencies had already reached 50 per cent of the projected amount, but that it was still to early to determine if the financial medium-term plan targets would be exceeded.

8. The acceleration of programme expenditures in the financial medium-term plan was noted by one delegation, which suggested that perhaps a more gradual growth should have been planned.

9. Four delegations enquired whether the present liquidity policy was still appropriate for the organization's needs. The secretariat responded that a working group was currently evaluating UNICEF liquidity requirements and would propose a change to existing policy, if necessary, at the 1993 or 1994 regular session of the Executive Board.

10. While some delegations endorsed the projections in the financial medium-term plan as an indicative framework, others expressed concern that the income projections might be too optimistic and did not take into account the fiscal realities facing many donor Governments. The secretariat assured delegations that the current economic difficulties faced by donors was a major consideration in preparing the income projections, and further noted that the projected rate of income growth was less than the actual rate of growth UNICEF has had in recent years.

11. One delegation noted the projected increase in funds from non-governmental sources and welcomed UNICEF support of private fund-raising.

12. While two delegations welcomed in principle the proposed plans to strengthen field offices by redeploying headquarters posts to the field, both delegations encouraged the secretariat to further intensify its efforts. In response to a question on the funding source of the 28 headquarters posts proposed for redeployment to the field, the secretariat responded they were all core posts and that project posts may be redeployed as well. The secretariat agreed with delegations on the need to strengthen UNICEF field presence.

13. Several delegations were concerned that the financial plan showed the administrative and programme support budget projections increasing too rapidly relative to the growth in programme expenditures. Some delegations were also concerned that the budget projections showed a net increase of six posts. The secretariat replied that although this was not a budget approval year, the secretariat would carefully note all the comments and concerns and take them into account when preparing the administrative and programme support budget proposals for the 1993 Executive Board session.

14. One delegation noted that the financial plan described the large write-off that had already occurred in 1992 as a result of the devaluation of the rouble. The delegation then asked the secretariat if any further actions would take place on non-convertible funds. With regard to the devaluation, the secretariat said that UNICEF had tried to use the roubles during the last few years but had difficulties finding appropriate supplies to purchase with roubles. The secretariat added that previous financial medium-term plans recognized that using the roubles would be difficult and excluded the rouble balance when planning affordable expenditures. As a result, the devaluation had no affect on planned programme expenditures. The secretariat then stated that UNICEF could use most of the other non-convertible currencies. (See chap. IV, decision 1992/33 for the recommendation of the Committee as adopted by the Executive Board.)

III. UNICEF FINANCIAL REPORTS

15. The Committee considered the following:

(a) The financial report and statements for the biennium ended 31 December 1991 (E/ICEF/1992/AB/L.7);

(b) Report to the United Nations Board of Auditors and the Advisory Committee on Administrative and Budgetary Questions regarding General Assembly resolution 46/183 on specific measures taken to implement previous recommendations of the Board of Auditors (E/ICEF/1992/AB/L.3);

(c) Review of expenditures in excess of commitments and unspent commitments for completed projects financed by supplementary funds (E/ICEF/1992/AB/L.11).

16. One delegation observed that contributions from the Nordic countries now account for 30 per cent of the total and hoped that their relative share would decrease through increased burden sharing by other donor countries.

17. Three delegations were generally pleased that UNICEF had made progress in taking specific measures in response to recommendations made by the United Nations Board of Auditors. However, the delegations felt further improvements were possible, specifically in the areas of monitoring cash advances to Governments and implementation rates on supplementary-funded programmes.

18. One delegation suggested that to measure programme implementation, it would be useful if table 3 in the country programme recommendation compared actual expenditures to planned expenditures.

19. One delegation noted that the report on overexpenditures on supplementary funds did not provide analytical reasons for the overexpenditure, and added that since the value of the overexpenditures remained high, more remained to be done to improve UNICEF financial management practices. The secretariat responded that UNICEF was more computerized in field offices than other United Nations agencies and hoped that this would further improve monitoring and controlling expenditures.

20. One delegation asked about the cash reserved for the capital asset fund. The secretariat explained that the 1990 Executive Board approved establishing a capital asset fund of $22 million for field office accommodation and staff housing. The secretariat added that the use of the fund was primarily for UNICEF participation in common premises with other United Nations organizations and for housing for international staff in the field where suitable housing is not available for rent or where rental rents are exorbitant. (See chap. IV, decision 1992/24 for the recommendation of the Committee as adopted by the Executive Board.)

IV. OFFICE SPACE STRATEGY FOR CENTRAL HEADQUARTERS

21. The Committee considered the Executives Director's recommendation on headquarters office accommodation as contained in document E/ICEF/1992/AB/L.9, together with the relevant observations of the Advisory Committee contained in their report (E/ICEF/1992/AB/L.18).

22. Most delegations expressed their appreciation for the report and generally thought that the results of the study were very beneficial. Most delegations endorsed the recommendations contained in paragraphs 112 (d) and (e) of the report.

23. Several delegations stated that the non-financial implications of a relocation of central headquarters had to be studied carefully, with a final decision taken only after a more precise assessment of these factors. Several delegations expressed the view that the non-financial aspects might very well outweigh the financial factors. The secretariat concurred with this view, giving as an example the value of the close proximity of UNICEF headquarters to the United Nations, and the easy access that missions had to UNICEF on a day-to-day basis. One delegation referred specifically to paragraph 65 of the report of the Advisory Committee. The secretariat suggested that the Executive Director be authorized to take a decision, together with the Bureau, in consultation with the Advisory Committee. In this context, one delegation suggested that the Executive Board be consulted possibly through a special session, and not only the Bureau.

24. Two delegations stated that a possible relocation to other countries should also be taken into consideration.

25. In response to the question by two delegations as to whether there had been any new developments since the issuance of the report, the secretariat replied that the organization's current landlord, the United Nations Development Corporation (UNDC), as well as the New York City Economic Development Corporation (NYCEDC), jointly offered to further lower the rent, which would result in additional savings of at least $16 million over a 25-year period. In addition, UNDC and NYCEDC have indicated their readiness to assist UNICEF in the search for another building in an area proximate to UNICEF House to meet the organization's future expansion needs, which they would be prepared to buy and lease to UNICEF. The space UNICEF would occupy in this building would be exempt from New York City real estate taxes.

26. Regarding the detailed options outlined in paragraph 104 of the report, two delegations endorsed option 2 (paras. 104 (b) and 106), one of them expressing the view that not all the offices had to be in close proximity to the United Nations. One delegation favoured option 3 (paras. 104 (c) and 106). Another delegation stated that a location in Queens (proposal No. 10) was the most interesting one, not only with regard to the financial aspects, but for other reasons as well. The same delegation supported the idea of UNICEF becoming the eventual owner of its premises.

27. With reference to the long-term staff and space projections given in the report, one delegation said that in view of the 4.5 per cent staff growth during the period 1980 to 1990, it would be prudent to assume a lower but reasonable rate of growth. Another delegation, referring to last year's suggestion of the Advisory Committee on this matter, expressed concern about the projections. One delegation stated that although the projections for Greeting Card and related operations (GCO) were at the upper end the overall growth rate seemed reasonable. The secretariat responded that staff projections could only be very tentative, but that they were provided based on the best information available, and added that although steps were being taken to keep headquarter posts to a minimum, it would not be prudent to assume no

growth. It was the underestimation of UNICEF growth that led to the current situation where UNICEF House is already full to capacity and other accommodation has to be found.

28. Most delegations expressed concern about the request to lease, on a temporary short-term basis, up to a maximum of 15,000 square feet of additional office space (para. 112 (f) of the report), and some expressed the view that additional justification should be given. One delegation pointed to the fact that at the 1991 Executive Board session, it was decided to put a cap on staff growth, for which reason the need for additional space should be explained further. The secretariat responded that in the introductory statement made by the Deputy Executive Director (Operations) at the opening of the Committee on Administration and Finance, the need for this additional space had been explained. There were currently 28 vacant posts that UNICEF cannot fill due to a lack of available space. Furthermore, this space was needed to meet requirements over the next two to three years, until a permanent long-term space strategy has been implemented (para. 112 (d) of the report). In this context, one delegation requested information as to how long these posts have been vacant, how critical they were and whether they could not be accommodated in existing UNICEF premises. The secretariat responded that the posts have been vacant since 1 January 1992, that they are critical to carrying out a large number of activities and that they cannot be accommodated in the present premises.

29. Some delegations asked about the Advisory Committee recommendation to only lease 7,000 square feet, with an indication from the landlord of a willingness to lease an additional 8,000 square feet. The secretariat responded that it would be difficult to carry out the recommendation of the Advisory Committee to enter into a lease agreement for only 7,000 square feet since one full floor at One Dag Hammarskjold Plaza consists of 15,000 square feet and the landlord is not prepared to enter into a lease agreement for 7,000 square feet. There are advantages to renting where UNICEF already has a sublease since UNICEF can enter into a very favourable lease agreement, which includes furniture, telephones and already partitioned offices. This would save installation and renovation costs. UNICEF is already renting 23,000 square feet of office space in this building. Thus, this arrangement would avoid having to rent office space in a fourth location in the area.

30. Several delegations asked about the financial implications of renting the additional space. The secretariat responded that the financial implications of the transaction would be a little less than $400,000 per year and could be covered if necessary by utilizing the reserve included in the approved 1992-1993 budget. (See chap. IV, decision 1992/35 for the recommendation of the Committee as adopted by the Executive Board.)

V. STRUCTURE AND FORMAT OF BUDGET DOCUMENTS

31. The Committee considered the following:

(a) Proposed format for future global funds programme budgets (E/ICEF/1992/AB/L.1);

(b) Structure and format of the financial medium-term plan (E/ICEF/1992/AB/L.12);

(c) Income projections (E/ICEF/1992/AB/L.13);

(d) Revisions to the budget format for the administrative and programme support budget (E/ICEF/1992/AB/L.14);

(e) Criteria for core versus project posts (E/ICEF/1992/AB/L.15);

(f) Review of UNICEF job classification system (E/ICEF/1992/AB/L.16);

(g) Budget format for country programme recommendations (E/ICEF/1992/AB/L.17);

(h) The report of the Advisory Committee on Administrative and Budgetary Questions (E/ICEF/1992/AB/L.18).

32. The Chairman of the Reference Group addressed the Committee and reiterated that the purpose of the Reference Group as mandated by Executive Board decisions 1991/30 and 1991/17 (E/ICEF/1991/15) was to help improve the quality of the Board's decision-making by providing the Board with user-friendly tools with which it can take informed decisions on various issues such as global funds programmes, country programme recommendations or job classification. The Chairman emphasized that the Reference Group had been careful not to formulate substantive policy proposals as this is the Board's responsibility. The Reference Group recommended that, particularly in the budget document, the narrative should be improved considerably. Currently, it is not always easy to assess the exact relationship between the programme objectives and the resources proposed to achieve these objectives.

33. Many delegations expressed their appreciation and satisfaction for the work of the Reference Group and the secretariat in the preparation of the documents related to the structure and format of budget documents. They found the documents more user-friendly than the previous budget documents. The delegations expressed the view that the proposed documents would greatly enhance the clarity and transparency of the various budget documents and provide the linkage between programme and the administrative and programme support budget. Some delegations reminded the secretariat that the recommendations of the Reference Group would have to be applied and implemented by the secretariat. The secretariat confirmed that it would pay particular attention to the proper drafting of the narrative and the relation between programme objectives and resources required to achieve these objectives in the next budget documents.

Proposed format for global funds programme budgets (E/ICEF/1992/AB/L.1)

34. Delegations particularly supported the consolidation of the 17 to 20 various global funds into four major funds and the submission of the budget proposal in one document as presented in the proposed format for global funds programme budgets. Satisfaction was also expressed with the biennial presentation of the budget format. Several delegations concurred with the recommendation of the Advisory Committee on the approval by the Board through the Advisory Committee of programme support posts at regional and country

offices that manage regional and global funds. The secretariat explained that there were no posts in field or regional offices that manage global funds. Posts in field locations are advisers to global funds and that have been established as project posts based on a previously approved Board policy that advisory posts in regional offices should be charged to project funds.

35. Several delegations concurred with the view of the Advisory Committee regarding the Programme Fund for the 1990s Goals that specific activities and allocations to field offices could be projected on the basis of previous years, and expressed their concern that field offices are allocated a lump sum for each fund. The Committee was reminded by the secretariat that this issue and similar substantive issues on global funds were being discussed in the Programme Committee. However, the secretariat informed the Committee that the term "lump sum" might have generated confusion among the delegations. The secretariat has existing procedures wherein field offices in need of global funds allocations have to submit a detailed request for allocation from the fund, which is then reviewed by an internal committee in the Programme Division and subsequently approved by the Budget Planning and Review Committee if any staffing implications are involved.

36. Some delegations concurred with the view of the Advisory Committee that the presentation of the Emergency Programme Fund should contain precise background information on historical trends of emergencies to enable an assessment of the projected future requirements. Delegations were assured that the Board had always been provided with an annual report on the use of the emergency fund and, thus, background information could be utilized to support further requests.

37. Some delegations concurred with the Advisory Committee's observation that there was a need for consolidation and eventual submission of one single budget document containing the administrative and programme support budget and the global funds programme budgets. However, most delegations were not convinced that the proposal would be useful. The secretariat responded that the consolidation of the two budgets would not enhance clarity and transparency and recommended that the Board review the two documents during the 1993 Board session and determine if improvements were needed.

Criteria for core versus project posts (E/ICEF/1992/AB/L.15)

38. Several delegations concurred with the Advisory Committee's observation that the reduction of core posts at headquarters appeared to be a result of the conversion of a number of core posts to project posts and their disproportionate increase at headquarters. The secretariat responded that there was a real decrease in core posts at headquarters during the 1986-1987 revised budget and the consolidation of the Supply Division in Copenhagen in 1984-1985. The only conversion to project posts at headquarters was a result of the approval by the Board in 1987 of the 6 per cent surcharge on supplementary funds as a source of funding for posts performing core functions, but whose workload was directly affected by the level of supplementary funding. Apart from this, the secretariat assured delegations that there was no direct relation between the decrease in core posts and subsequent increase in project posts at headquarters.

39. Most delegations shared the Advisory Committee's views that the emphasis in the distinction of core versus project posts should be the functions of the posts and not the source of funding, that the approval of project posts at UNICEF field offices should be connected with the project budget and that a specific time-limit should be established for posts according to the implementation target of the project. Delegations expressed the view that some posts performing programme support functions were being charged to project funds, thereby understating the total administrative costs of UNICEF. Therefore, several delegations requested the secretariat to further refine and improve the proposed criteria to address these observations. The secretariat responded that apart from the posts charged to the 6 per cent surcharge on supplementary funds, the function of the post determined whether it should be core or project. The secretariat added that this was the first time that the secretariat had a clear written criteria on core and project posts and requested that it be allowed to initially implement this criteria organization-wide. The secretariat assured the Board that a careful review would be conducted in conjunction with the budget exercise wherein each post would be evaluated based on the criteria, with the results reflected in the proposed budget for approval by the Board at the 1993 session. If the review produced further refinements to the criteria, this would be explained in the budget narratives. The secretariat welcomed further improvements on the criteria based on the Board's review during the 1993 session.

40. One delegation referred to the cost savings proposals submitted by the United Nations Development Programme (UNDP) during the recently concluded Governing Council and recommended that the secretariat conduct a similar review with the objective of reducing headquarters costs and streamlining operations in the line with the administrative budget exercise. The secretariat responded that UNDP and UNICEF were somewhat different structurally. Based on its initial review, the secretariat was proposing a reduction of 28 core posts at headquarters locations for 1994-1995. An office-by-office review will be conducted during the fall of this year to study where additional savings can be generated. The review will also include an evaluation of all activities and organizational units at headquarters to determine which could be transferred to the field.

Budget format for country programme recommendations (E/ICEF/1992/AB/L.17)

41. Most delegations expressed their satisfaction with the improvements made in this document, specifically the revised table 4, "Linkage of programme budget and staffing/staff costs", which clearly provides the linkage between programme activities and the administrative and programme support budget. However, one delegation recommended that table 3 of the document should include targets to be achieved.

Revisions to the budget format for the administrative and programme support budget (E/ICEF/1992/AB/L.14)

42. Most delegations welcomed the improvements in the administrative and programme support budget, particularly the inclusion of country programme information in the budget document. One delegation recommended that the table of contents of the administrative and programme support budget be further improved for ease of reference when studying the document, and also requested the secretariat to provide an organizational chart in the budget document

specifically when presenting reclassifications to further improve the budget format. The secretariat replied that this useful information would be provided in a format that would not increase the size of the existing document. The Committee was also assured that the narratives of the budget document would be further improved to further enhance clarity and transparency.

Income projections (E/ICEF/1992/AB/L.13)

43. Most delegations supported the changes proposed in the document. One delegation concurred with the Advisory Committee that income estimates should include only that which is clearly assured and attainable. However, as the secretariat responded, pledges and written assurances on income are not available for the year for which budget estimates must be prepared. One delegation stated that the problem in projecting income lies in the risk of change, specifically exchange rate fluctuations associated with the United States dollar. The secretariat will study the recommendation of using the European currency unit as a monetary reference for accounting purposes based on the proposal made by a delegation to minimize the risks associated with exchange rates as earlier described. The secretariat further informed the Committee that the Consultative Committee on Administrative Questions will review this issue in relation to the United Nations Common Accounting System.

Structure and format of the financial medium-term plan (E/ICEF/1992/AB/L.12)

44. Most delegations supported the improvements proposed in the document. Several delegations endorsed the Advisory Committee's recommendation to include actual data on income from general resources and supplementary funds for the previous five years in the document. The secretariat informed the Committee that this recommendation has been adopted and the information was included in the medium-term plan for 1992-1995 (E/ICEF/1992/3).

Review of the UNICEF job classification system (E/ICEF/1992/AB/L.16)

45. Most delegations expressed their support of the job classification procedures outlined in the document. Some delegations encouraged the secretariat to proceed with the review of all D-1 and D-2 posts at headquarters using the International Civil Service Commission (ICSC) standards, with the similar expectation shared by the Advisory Committee that this exercise would result in the reduction of D-1 and D-2 posts at headquarters locations. The secretariat informed the Committee that the review of D-1 and D-2 posts would be conducted at both headquarters and in the field with the consistent application of ICSC standards. This did not guarantee, however, that the review would result in a reduction of D-1 and D-2 posts. The secretariat assured the Committee that the review of tier III generic job descriptions for D-1 and D-2 posts would be conducted with appropriate consultation with ICSC. (See chap. IV, decision 1992/36 for the recommendation of the Committee as adopted by the Executive Board.)

VI. REVIEW OF 6 PER CENT SURCHARGE TO SUPPLEMENTARY FUNDS

46. The Committee considered the Executive Director's recommendation on the 6 per cent recovery on supplementary-funded programmes as described in

document E/ICEF/1992/AB/L.8, together with the relevant observations of the Advisory Committee contained in their report (E/ICEF/1992/AB/L.18).

47. Most delegations indicated that they were willing to support, on a temporary basis, the extension of the 6 per cent surcharge to emergency programmes not funded by National Committees for UNICEF or non-governmental organizations (NGOs). Six delegations expressed the view that this would help to end cross-subsidizing supplementary-funded programmes from general resources and non-emergency supplementary funds.

48. Six delegations suggested that applying a surcharge to programmes funded by National Committees and NGOs would further reduce cross-subsidies. They added that if this was done perhaps the 6 per cent surcharge could be reduced. The secretariat responded that any consideration to change the existing rate would have to follow a further study of actual amounts recovered and the actual incremental overhead costs at field offices and headquarters.

49. Two delegations said that they would not be willing to apply the surcharge to programmes funded by National Committees, expressing concern that a surcharge would hinder National Committee fund-raising and mobilization efforts. The secretariat responded that the Executive Director shared those concerns and that was why he proposed maintaining the current exemption to both National Committees and NGOs.

50. One delegation supported maintaining the exemption of recipient country contributions since they normally contribute to the activities in many different ways.

51. Several delegations asked how the 6 per cent rate was determined and what were the actual incremental costs associated with the implementation of supplementary-funded programmes. The secretariat responded that the actual costs varied widely for each field office. The 6 per cent represented an average cost of the incremental cost to field offices and the cost to certain divisions at headquarters (Division of Financial Management, Division of Personnel, Supply Division, Programme Funding Office and Office of Information Resources Management).

52. Two delegations asked how the 6 per cent surcharge compared to rates charged by other United Nations agencies. The secretariat responded that the rate ranges from 3 to 13 per cent depending on the nature of services provided and the expenditure items covered by core resources. The secretariat added that the proposal falls at the low end of the range and generally provides for a wider scope of support services than covered by the charges of other agencies.

53. One delegation felt that the recovery should only cover the portion of incremental costs not covered by interest earned on the supplementary funds cash balance. The secretariat responded that interest earned on both general resources and supplementary funds cash was only $20 million in 1991 and that this amount would decline as the cash balance is reduced. The secretariat noted that almost no interest is earned on emergency contributions since spending occurs in advance of or shortly after receipt of the cash.

54. One delegation asked if a cost accounting system could be used to charge the actual incremental costs to each programme. The secretariat responded that this would be very difficult and costly to administer and therefore an average rate is used.

55. The secretariat noted the request of several delegations for more information on the actual costs and the possibility of extending the recovery base. The secretariat proposed conducting a regular review of the recovery and presenting the results to the Executive Board in non-budget years starting in 1994. The effects of any reorganization of United Nations emergency activities would be included in the 1994 review. (See chap. IV, decision 1992/39 for the recommendation of the Committee as adopted by the Executive Board.)

VII. UNICEF STAFFING

56. The Committee reviewed document E/ICEF/1992/AB/L.2 describing the composition of all international Professional core and project staff as of 1 January 1992, which is presented annually to the Executive Board.

57. One delegation expressed concern over the transparency of personnel policies, distribution of staff members on core and project posts, the job classification system and staff employed on a short-term basis, such as consultants. The secretariat responded that the cost of short-term staff was presented to the Executive Board in the budget document.

58. Two delegations stressed the importance of UNICEF work in the field and the decentralized decision-making process.

59. One delegation said that the report on the composition of staff that showed that the Nordic countries were underrepresented compared to their contributions. The secretariat concurred and stated that recruitment missions to Nordic countries had taken place and were being followed up.

60. One delegation felt that country representatives should locate specialists according to the needs of local development so that projects would not be hampered by the lack of expertise.

61. One delegation expressed concerned that the UNICEF office in Beijing had too few core staff. The secretariat responded that it would review the staffing level at the Beijing office while preparing the administrative and programme support budget using the same criteria used for all field offices.

62. One delegation was pleased by the increase in the number of national Professional officers and stated the need for their promotion.

63. One delegation proposed that employing women from developing countries should be a priority. While pleased that over one third of Professional staff members were female, another delegation observed they were at lower grades and, therefore, called for increased training to improve this situation. On grade levels, the secretariat stated it was making progress in promoting women to senior grades as shown by the fact that women now head 25 per cent of country offices. The secretariat added that women now represented 34 per cent

of the Professional category and the secretariat was trying to reach a goal of 40 per cent by 1994. One delegation stressed the importance of equality of opportunity and hoped that in aiming for the 40 per cent target the secretariat hired the best candidates available. The delegation encouraged countries to put forward their most qualified women. (See chap. IV, decision 1992/38 for the recommendation of the Committee as adopted by the Executive Board.)

VIII. REVIEW OF ADMINISTRATIVE AND MANAGEMENT STRUCTURE OF UNICEF HEADQUARTERS

64. The Committee considered the Executive Director's recommendation on the possible review of administrative and management structures at UNICEF headquarters as described in document E/ICEF/1992/AB/L.10.

65. Several delegations expressed the view that recent changes in UNICEF and developments in its work make it important that the administrative structure should be rationalized and streamlined to make it efficient and cost-effective. Some delegations noted that the reviews mentioned in the document date back several years. Some delegations also made reference to the ongoing reforms in the United Nations system.

66. One delegation stressed that the Executive Board should have full ownership of the study. Another delegation felt that the Board should provide full guidance of the terms of reference.

67. Several delegations commented on the outline proposal and provided suggestions and guidance for the preparation of a more detailed proposal for consideration at the 1993 regular Board session or an earlier special session. The delegations suggested that the management review framework should be more reform-oriented, giving due consideration to the United Nations reform and any decisions taken by the Economic and Social Council and the United Nations General Assembly. The work of the Reference Group and the multi-donor evaluation report, when available, should also be taken into account in the final proposal. Delegations suggested that the scope of the review should include an analysis of headquarters, regional and field offices structures, processes and procedures, as well as matters of governance and collaboration with other United Nations agencies. The tentative timetable was acceptable. More concrete budget estimates were requested.

68. Most delegations felt the need for a management review, and if the Board decided to proceed it should be undertaken during 1993 and its results presented to the 1994 Board.

69. The secretariat noted all the comments of the delegations and indicated that they would be reflected in the final proposal for the review. (See chap. IV, decision 1992/39 for the recommendation of the Committee as adopted by the Executive Board.)

IX. GREETING CARD AND RELATED OPERATIONS

70. The Committee considered the following GCO documents:

(a) Greeting card and related operations work plan and proposed budget for 1992 (E/ICEF/1992/AB/L.6);

(b) Financial report and accounts for the 1990 season for the year ended 30 April 1991 (E/ICEF/1992/AB/L.5);

(c) Provisional report of the 1991 season (covering the period 1 May 1991-30 April 1992) (E/ICEF/1992/AB/L.4).

71. The Director, GCO, outlined the overall role of GCO in UNICEF external relations, its plans for the future and the ambitious goal of $1 billion in annual income from the private sector by the year 2000. He briefed delegations on GCO 1990 results and 1991 provisional results, and invited the Board to approve the proposed 1992 GCO budget and work plan.

72. Delegations congratulated GCO and its partners for the good results attained and the record performances accomplished in 1990 and 1991, despite the world economic recession.

73. Several delegations raised concerns about the apparent slowing of card sales momentum in 1990 and, especially in 1991, and urged GCO to adjust its 1992 budget and projections to take into account the stagnation of the market. Concern was expressed by some delegations that the GCO profitability level was receding from rather than approaching the 50 per cent objective. The Director, GCO, assured delegations that the apparent stagnation was primarily due to events beyond GCO control, such as the situation in Central and Eastern Europe, the recession in North America and a postal strike in Canada. He noted that the 50 per cent objective was to be reached during the 1992 season, not by the year 1991. The Deputy Executive Director (External Relations) added that the strengthening of the United States dollar had reduced GCO net operating profit for 1991 by some $7 million.

74. A few delegations expressed concern that sales projections for the period 1992 to 1996 might be difficult to achieve. One delegation suggested that GCO should use the provisional result for 1991 as its low projection in its 1992 work plan and a growth rate not exceeding 2 per cent as its medium projection, and requested that the resolution on the GCO work plan and budget be amended accordingly.

75. A number of delegations indicated that the results shown for special fund-raising events and new initiatives were below expectations. Other delegations stated that it was still too early to assess success and that good progress had been made towards achieving a better performance in future years. One delegation asked whether there was any precedent for listing costs of the Danny Kaye International Children's Awards show as unbudgeted expenses and whether such costs would be incurred again this year, and questioned whether the programme content was in keeping with the UNICEF image.

76. The Director, GCO, explained that when the section on Special Events and New Initiatives had been established, a Special Operating Account had been

established to advance funds required for special events. A Special Events Headquarters Advisory Committee closely monitors funds disbursed from this account for special events activities. As to programme content, the Director, GCO, assured Board members that all contents are, and would continue to be, carefully monitored in cooperation with the relevant UNICEF divisions, with particular attention to substantive information and education for development contents.

77. The question of low card sales in North America was raised by one delegation. The Director, GCO, replied that GCO was working hand-in-hand with the United States Committee for UNICEF on this matter and that GCO had participated with the Committee in formulating a five-year strategic development plan which seeks to address this problem and to build up their volunteer base.

78. One delegation, noting that GCO currently had 140 core posts and 148 project posts, asked GCO for clarification on its definition of project posts. The Director, GCO, explained that expansion in field offices and new areas of activity had only been possible through the use of projects posts. A GCO definition of project posts reflecting the criteria in document E/ICEF/1991/AB/L.15 would be prepared for the 1993 session of the Executive Board.

79. Several delegations commended GCO on its work towards establishing a brand management policy which would serve also as a guideline for partnerships, new product development and licensing. The hope was expressed that these new initiatives would be undertaken in a way to ensure that the UNICEF image was protected. The Director, GCO, assured members of the Board that GCO would always keep the interests of the organization and its image in the forefront.

80. The GCO role among external relations divisions, in particular the division of responsibilities in private sector fund-raising, including reporting of income, was raised by one delegation. The Director, GCO, replied that this was the subject of an interdivisional task force, which would issue a report in time for the next session of the Executive Board.

81. Several delegations commended GCO staff on maintaining excellent relations with National Committees, which made reporting, joint planning and attaining common goals a realistic and rewarding task. (See chap. IV, decisions 1992/40 and 1992/41 for the recommendations of the Committee as adopted by the Executive Board.)

X. STATEMENT OF THE CHAIRMAN OF THE UNICEF GLOBAL STAFF ASSOCIATION

82. The Chairman of the UNICEF Global Staff Association addressed the Committee on UNICEF staff concerns.

83. The Chairman stated that in the past staff concerns were related primarily to conditions of service. However, following the death of Dr. Pumpalova, staff members' main concern is their physical security. The Chairman recognized the efforts of the Division of Personnel to strengthen the

protection of staff in emergency situations. He requested Board member support when the concerned bodies of the United Nations discuss this matter.

84. In reference to the conditions of service of UNICEF staff, the Chairman conveyed his concerns on the latest development on pension and salaries for the General Service categories.

85. The Chairman requested the Executive Board to consider the impact that moving premises would have on staff when addressing the issue of office accommodations. He also hoped that facilities could be provided for the children of staff, and described the "Baby-Friendly" UNICEF Office initiative which aimed to enable working mothers to continue breast-feeding while continuing their professional activities.

86. While recognizing that progress has been made in the advancement of women staff, the Chairman said that more needs to be done to promote the career development of women in the General Service category. The Chairman suggested that a merit-based, proactive recruitment and career development programme would be the best mechanism for attracting more women, while retaining the services of competent male staff members.

87. While discussing reform of the United Nations system, the Chairman asked Board members to ensure that UNICEF flexibility, efficiency and ability for innovation are not sacrificed in the name of system-wide coordination or uniformity of procedures.

XI. OTHER BUSINESS

88. The Committee reviewed the budgetary implications of a draft recommendation from the Programme Committee on Central and Eastern Europe, the Baltic States and the Commonwealth of Independent States contained in E/ICEF/1992/CRP.43. (See chap. IV, decision 1992/42 for the recommendation of the Committee as adopted by the Executive Board.)

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